

**Organization Review and Design Study
Civil Aviation**

Report of recommended Organization Structure

Prepared for:

Transport Canada

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Chapter 1: Introduction

1.1 Purpose

The purpose of the Civil Aviation Organizational Change Proposal (OCP) is to present the various options assessed, their related strengths and weaknesses and finally the recommended HQ and Regional structures and rationale.

Also described is the current organization, (HQ and Regions) as well as the next steps towards implementing the recommended organization structures.

1.2 Background

Civil Aviation has undergone many changes since the organization changes of 1995. New concepts and approaches have been introduced in successive key strategic documents such as Challenge '98, Flight 2005 and more recently Flight 2010. Each set of concepts building upon the previous key strategies. These strategic documents and the changes reflect broad Government of Canada initiatives as articulated in Results for Canadians. This and other documents provided a framework for focusing on areas such as stewardship, accountability and results. Much has changed since 1995 and more changes will be necessary as Civil Aviation moves towards full implementation of critical components of its overall strategy.

Flight 2005, a Civil Aviation Safety Framework for Canada identified that implementing safety management systems (SMS) in aviation organizations is one of the principal adjustments that needs to be made to the Civil Aviation program to cope with the many challenges it now faces. The aim is to improve safety through proactive management rather than reactive compliance with regulatory requirements.

SMS has a number of key characteristics that will cause changes to how Civil Aviation performs their safety mission. SMS requires a full company focus. This means that a company's SMS will be examined as an entity and not by a particular functional area (e.g., Maintenance and Manufacturing, Commercial and Business Aviation). This approach will require specialists in different areas of the Civil Aviation program to interact with one another as well as their safety partners in the aviation community through multi-disciplinary work teams. SMS will affect all aspects of Civil Aviation and place an emphasis on the specialist skill sets associated with a systems analysis framework. SMS is not new to Civil Aviation. It is a concept that has been evolving over time and is being implemented in various ways across the programs and regions. Civil Aviation is undertaking a study to determine whether the specialist skill sets can be combined with other specialists. The critical aspect is the specialist systems analysis skills are common for each of the functional areas.

Underlying SMS is a need to develop multidisciplinary teams focused on an enterprise (company) rather than just key parts of the operations. This is a major shift from a more

functional view of organizations. This need to view organizations in a holistic manner requires teams to have the appropriate breadth of expertise necessary to assess all aspects of the enterprise. Accountability is also influenced by this concept. If companies are to be examined as an enterprise then it is important to have an accountable executive within Civil Aviation for each enterprise. Integrated Management Systems (IMS) is also an important element in the strategic directions of Civil Aviation. It introduces key new concepts on how Civil Aviation will operate in the future.

These concepts of IMS and an accountable executive on an enterprise basis requiring multidisciplinary teams are important changes to how Civil Aviation does business.

For these concepts to be effective it is speculated that two fundamental changes are needed to enable the organization to deliver a safety oversight program based on this concept. The first is a restructuring of the Civil Aviation organization both in Headquarters and the Regions to enable the efficient creation of the Work Team system necessary for system level SMS assessments and downstream impact on the inspection and audit activities and the second is a redefinition of the workforce required to deliver it.

In addition, the existing certification (qualifying aeronautical products, individuals and organizations) activities are split amongst a number of branches. There may be some benefit to combining these activities to provide: an integrated process for multi-certificate holders and applicants; a common approach to IM/IT applications (as opposed to the risk of each branch reinventing applications); common application of SMS in the certification process (where applicable).

Questions were also raised as to the benefit of consolidating a number of program support areas. Currently, these are spread across the organization in a number of areas. Some regions have consolidated some of these activities to improve the efficiency and effectiveness of program support activities. Interviews also indicated the current span of control for the Director General (DG) and the Regional Director, Civil Aviation (RDCA) is too broad and there is a need to reduce the span of control.

Each functional area, such as Commercial and Business Aviation, General Aviation and Maintenance and Manufacturing, has developed their own approaches, program procedures, program tools (i.e. manuals), quality control mechanisms and operational standards. This, in part, reflects the different environments (e.g., regulations, standards, companies, issues, etc.). As Civil Aviation moves to an SMS environment, there are questions as to whether all these differences need to continue to exist. Therefore, if there is less difference, will the existing structure support the development of common approaches?

Civil Aviation is about to undertake major changes in as indicated in discussions concerning Flight 2010. This combined with concerns about consistency, integration, efficient delivery of the programs and the span of control of the DG and RDCA's, clearly indicates a need to step back and evaluate the existing organization structure in regions

and headquarters to ensure it is the best structure to support the Civil Aviation program of the future (2008-2010).

This does not mean the existing structure is the wrong structure for the business of today but rather this is an opportune time to ensure the best structure is in place for the business of tomorrow. The timing allows for a link between an organizational change (should this be necessary) and other key management initiatives necessary to position Civil Aviation for continued success.

It is important to note that while the status quo is an option being examined in this study it is not the default organization structure. The status quo is treated as any other option. As other options it must be analyzed to determine if the design is the best design. Simply stating it works does not mean it is the best structure. The status quo is therefore evaluated the same as the other options.

1.3 Approach

The approach selected for the Civil Aviation Organization Review and Design Study has been a consultative approach. Historically, organization studies were conducted by undertaking a number of interviews with key senior management personnel and based on these interviews; consultants would conduct their analysis and develop a report with recommendations. While this approach is usually quicker and less intensive than a consultative approach, it does present a number of weaknesses. Another approach used, which was selected for this review, is a consultative approach whereby various methodologies are used to include senior management and staff in the review and analysis of the organization. As mentioned, the interviews and analysis approach is quicker; however, the organization has not been actively engaged in thinking about options therefore change management is extremely difficult. The consultative approach is more time consuming and sometime frustrating and iterative; however it moves the organization through a process that forces it to examine the options, understand them, understand the implications of the options and implement the final recommendations.

In the early interviews and workshops conducted in the Regions and Headquarters, it became very apparent the consultative approach was really the only option to be used by the Design Team. Many staff members identified they did not understand the vision, did not understand why change was necessary, and when asked about alternatives to the existing structure, none were provided except to discuss the notional model that had already been developed and presented. These factors provided a clear rationale that the organization needed to move through a more consultative approach of exchanging ideas, discussing examples, discussing and gaining understanding of the vision and assessing the implications of the various examples.

Deciding on a consultative approach, lead to conducting a number of sessions with the HQ and Regional management teams. Based on these sessions, a report describing some organization examples and key questions and their related analysis was prepared. The

questions were meant to stimulate discussions on how various activities could be combined/separated. In essence, these were the possible building blocks for developing organization examples and provided different ideas that staff and management could use to create other building blocks and understand each of their characteristics. The report was then used as a discussion paper for the next four (4) workshops - two (2) with HQ and (2) with regional staff, to validate and further assess the key questions, organization examples and their related analysis as well as identify and analyze new building blocks that were not previously identified. The report was then updated and presented to NCAMX members through a June NCAMX. NCAMX were then asked to undertake consultations with their respective staff over several months in HQ and the Regions to discuss the document and related analysis.

It is important to note the report was intended to reflect the comments made during the workshops. The organization examples (options) in the report reflected the various ways the building blocks (i.e., key questions) could be used to build an organization option. To accommodate a number of building blocks, the examples provided various scenarios to provide some understanding as to what a particular building block might look like when placed in multiple organization settings.

Three workshops and discussions were held with NCAMX to explore and assess the various examples/options for the regional and HQ structures. Finally, during the NCAMX workshop at the end of November/beginning of December, NCAMX selected an “end-state” structure for the Civil Aviation of the future.

1.4 Organization Criteria

Organization criteria are developed to identify key success criteria that the organization would like to achieve. These also provide a consistent basis for comparing organization options. The following criteria were used in assessing the various organization options developed for Civil Aviation:

- Supports the long-term safety mission and service line model of Civil Aviation.
- Promotes and supports Safety Management System (SMS)/Integrated Management System (IMS).
- Promotes effective and efficient delivery of programs to meet safety needs in the short and long term.
- Promotes consistency across programs and regions.
- Promotes clear lines of authority, responsibility and accountability.
- Promotes the building of competencies and knowledge transfer necessary for the long-term strategic directions of Civil Aviation.
- Minimizes barriers to career paths.
- Provides an appropriate span of control.
- Is responsive to changing needs and priorities.

The organization options are not assessed against these criteria only; there are a number of other considerations which form part of the options assessment, namely:

- Planning capability
- Interchange capability
- Balance
- Culture
- Roles and responsibilities
- Back-up capability
- Transparency
- Knowledge sharing
- Continuous improvement
- Critical mass
- Clients

1.5 Principles

In the NCAMX sessions, a number of principles have evolved to augment the organization criteria originally established for the Organization Review and Design Study. These are:

- The organization will be information driven and decision making will be risk based.
- Multidisciplinary teams will be used on company assessments rather than functional teams examining one part of a company's operation.
- Audits/inspections will be performed as a result of SMS risk assessments and will not be done for any other reason.
- In support of the above, Civil Aviation will have an accountable executive on a company basis. In essence, specific personnel will be responsible and accountable for a company.
- The organization structure will be activity based.
- Standards and Operations should be performed separate from one another. This separation can occur within a branch or amongst branches.

These principles formed part of the considerations in the development and assessment of the options.

1.6 Report Structure

This report provides the findings and analysis of the organization review of Civil Aviation. The findings are presented as follows:

Chapter 2 – Current Description – provides an overview description of the existing organization structure within HQ and the Regions.

Chapter 3 – Options Assessment – Regions – provides a description of the various options that were assessed as part of the organization review. Each sub-section describes

the option assessed and presents its related strengths, weaknesses, followed by a conclusion as to whether the option is or is not recommended.

Chapter 4 – Options Assessment – HQ – provides a description of the various options that were assessed as part of the organization review. Each sub-section describes the option assessed and presents its related strengths, weaknesses, followed by a conclusion as to whether the option is or is not recommended.

Chapter 5 – Summary Conclusions and Recommendations – provides the recommended organization structure for the Regions and Headquarters and the related rationale.

Chapter 6 – Next Steps – provides a summary of the proposed course of action.

Chapter 2 – Current Description

The following section provides a description of the current organization. Specifically, it includes a description of the organization structure, functions of each Branch and related resources for both Headquarters and Regions.

The organizational structure of the Civil Aviation Program is made up of Headquarters in Ottawa, five Regional Offices and 35 Transport Canada Centers (TCCs). The Director General, Civil Aviation at Headquarters reports to the Assistant Deputy Minister, Safety and Security. Each Regional Director of Civil Aviation from the five Regional Offices reports to the Regional Director General, Transport Canada. Therefore, there is no line relationship (except in Medicine) between Headquarters and the Regional Offices. The relationship is through a functional reporting where the necessary coordination is carried out through several formal and informal mechanisms.

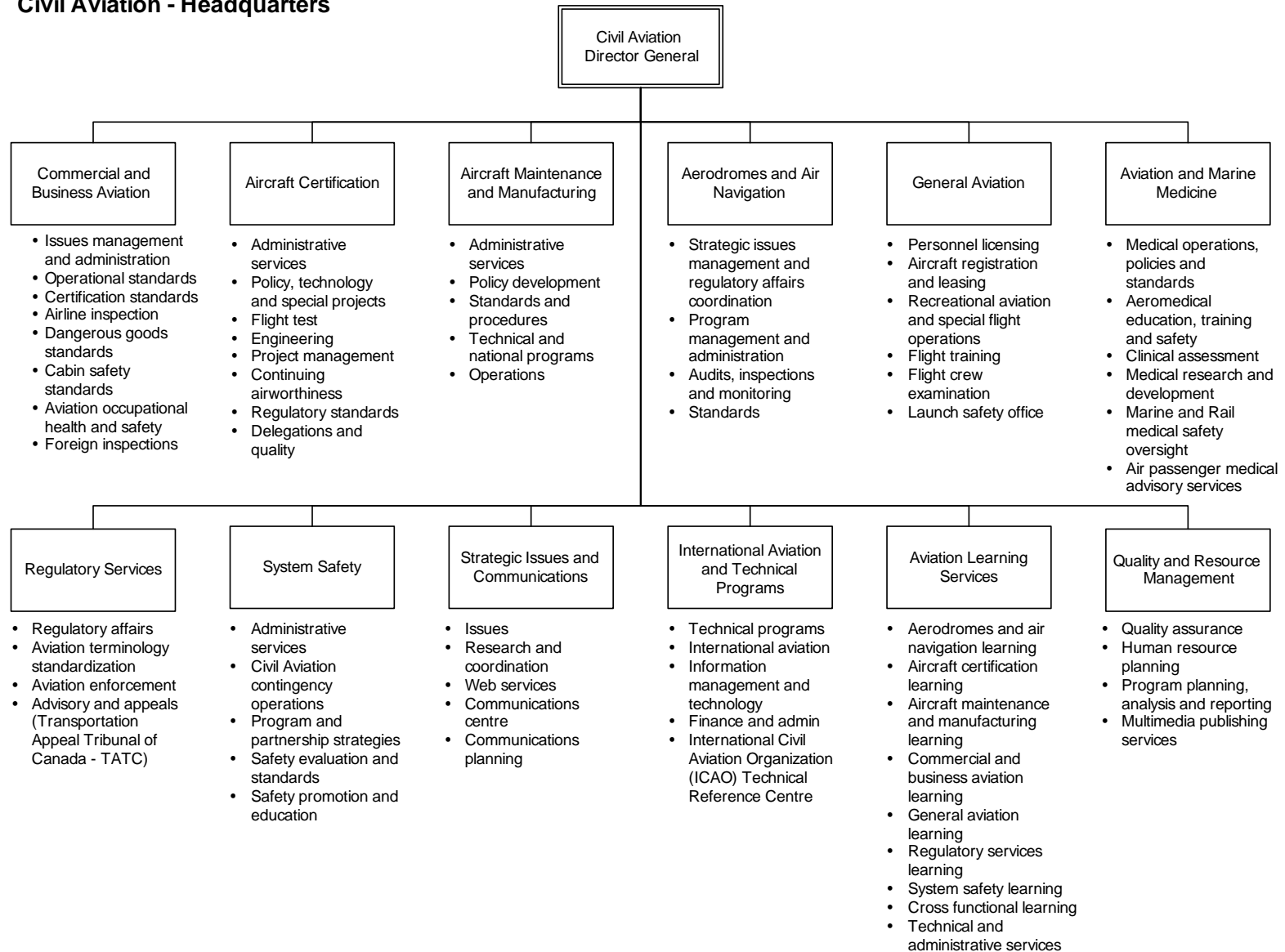
In general, the responsibility of Civil Aviation Headquarters is to ensure the continued development of policies, standards and regulations pertinent to the safety oversight of civil aviation activities in Canada. This is done in collaboration with the Regional Offices from which the majority of the safety oversight program and services are delivered as close as possible to clients and stakeholders. This is an essential element of managing Transport Canada's National Civil Aviation Program. The functions located in Headquarters determine program content, policy, regulations and standards. The regions deliver the program, with the exception of certain international and specialized components, which are the responsibility of Headquarters.

The models on the following pages depict the organization structure in Headquarters and in the Regions. The following summarizes the twelve Function's core responsibilities:

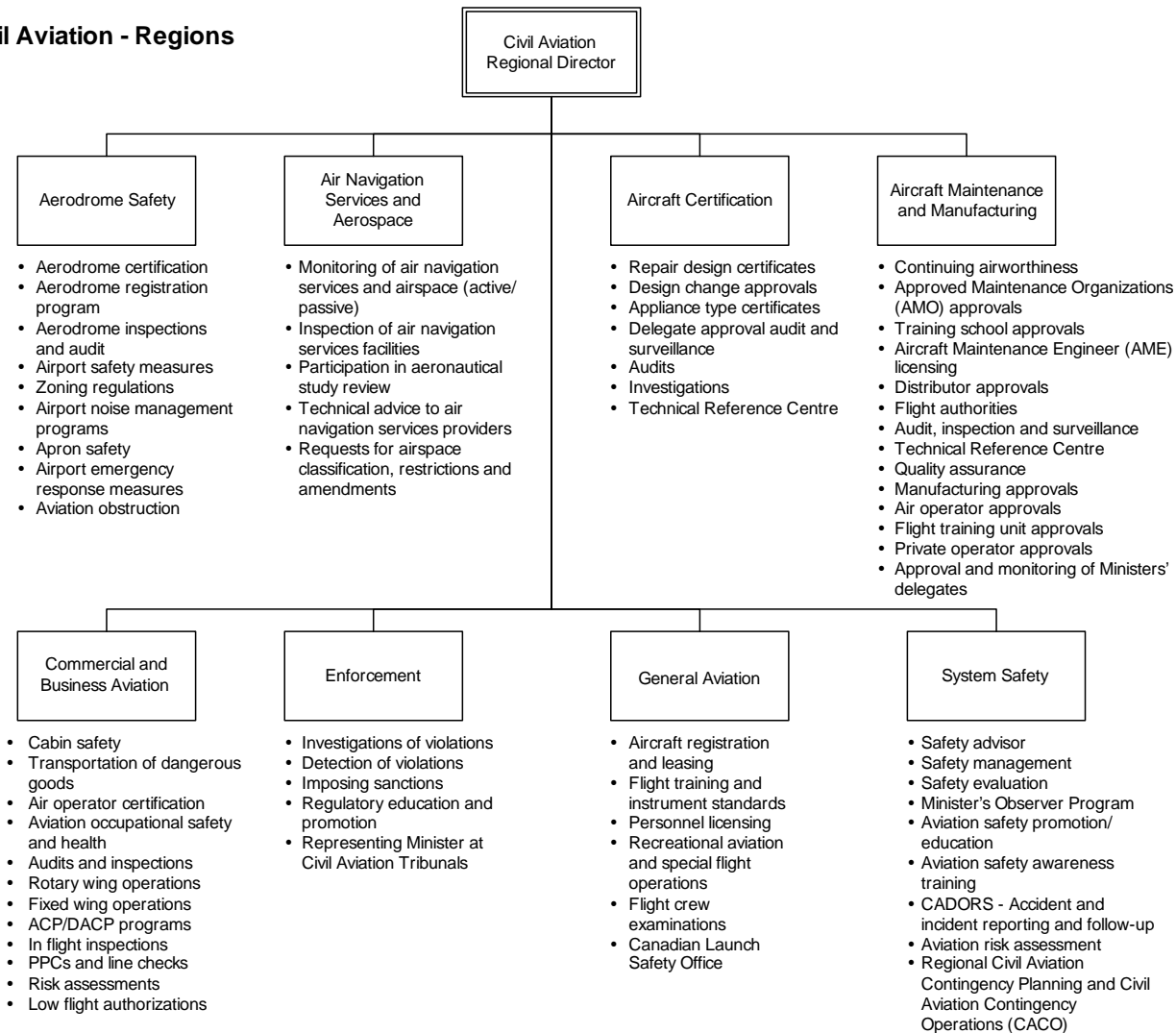
Aircraft Certification (AC)

The Aircraft Certification Function is responsible for developing and applying regulations, standards and procedures for aircraft and other aeronautical products designed or operated in Canada, and guiding the aerospace industry with respect to certification in highly technical fields such as aircraft structures, avionics, software, electrical and mechanical systems, power plants, occupant safety, equipment and engineering flight tests. This functional area approves the design of aircraft and their components including approval of aircraft repair and modification designs to a variety of international standards. This includes reviewing and verifying design and performance data; supervising and performing ground and flight tests; and awarding Transport Canada Type Certificates. Along with the Aircraft Maintenance and Manufacturing Function, Aircraft Certification is also responsible for the continuing airworthiness of aeronautical products.

Civil Aviation - Headquarters



Civil Aviation - Regions



Aerodrome and Air Navigation (A&AN)

The Aerodrome and Air Navigation Function is responsible for developing and applying regulations, standards and procedures related to Canadian airports and aerodromes. The Function is also responsible for regulating the safe provision of all air traffic services in Canada, and directing the formulation and ongoing development of air navigation and international and airspace standards and practices. This functional area inspects and certifies airports and aerodromes in Canada, (from large metropolitan airports to single strip community airfields), develops rules, standards and procedures for all aspects of airside safety including land use and zoning, and evaluates the impact of noise on residential communities, and wildlife. This Function directs the conduct of national air navigation services safety oversight and risk management processes; contributes to the development of international air navigation standards, policies and practices; and conducts safety and regulatory oversight of all civil air navigation system (ANS) service providers. Based on factors such as traffic volume and traffic patterns, technical and engineering specialists evaluate requirements for maintenance, lighting, roadway markings, and emergency response and firefighting services. This functional area is the point of contact for the A.I.P Canada and other aeronautical publications that provide precise details on Canadian airspace rules and procedures.

Aircraft Maintenance and Manufacturing (M&M)

The Aircraft Maintenance and Manufacturing Function is responsible for developing and applying regulations, standards and procedures related to ensuring that all Canadian aircraft built or operated in Canada meet the required national or international airworthiness standards. This function is also responsible for developing and applying regulations and standards for the manufacturing of aircraft parts under Canadian approval. In addition to the issuance of aircraft maintenance engineers (AME) licenses and special flight authorizations, it also performs inspections of air operator's maintenance facilities, conducts company audits and approves maintenance and training organizations, programs and personnel. Manufacturing is responsible for the approval, ongoing inspection and audit of aeronautical product manufacturers to ensure that all aircraft, components and processes comply with international standards.

Civil Aviation Medicine (CAM)

The Civil Aviation Medicine Function is responsible for performing medical assessments required for the certification of licensed aviation personnel. This functional area is responsible for developing and applying regulations, standards and procedures. Civil Aviation Medicine also plays a pivotal role in the creation and harmonization of International Aviation Medical Standards. Civil Aviation Medicine also provides services to the Marine oversight activity area.

Commercial and Business Aviation (C&BA)

The Commercial and Business Aviation Function is responsible for developing and applying regulations with respect to the regulatory oversight and monitoring of Canadian business and commercial operations, as well as foreign air operators who operate in Canadian airspace. This functional area conducts inspections, audits and evaluations in the areas of flight operations, cabin safety, the transportation of dangerous goods, and occupational health and safety on board commercial and business aircraft. Commercial and Business Aviation monitors all training programs and facilities, as well as the technical performance of simulators and other training devices.

General Aviation (GA)

The General Aviation Function is responsible for developing and applying regulations, standards and procedures in the areas of flight training, flight crew examinations, aircraft registration and leasing, personnel licensing and recreational aviation and special flight operations. In addition to licensing pilots and flight engineers and inspecting and monitoring all Canadian flight-training units; this Function also regulates aircraft registration and leasing; maintains a Canadian Aircraft Register; and performs safety oversight of recreational aviation and special flight operations such as air shows. General Aviation also regulates civil and commercial rocket launch operations in Canada.

International Aviation and Technical Programs (IATP)

The International Aviation and Technical Programs Function provides advice and support on international civil aviation matters. International Aviation participates in and coordinates technical input for the International Civil Aviation Organization (ICAO) and other international civil aviation bodies and provides strategic guidance to the Canadian Permanent Mission to ICAO. This Function coordinates within Transport Canada Civil Aviation and inter-departmentally, other international aviation initiatives such as the North American Aviation Trilateral (NAAT) and bilateral/trilateral liaison requirements of a special nature, and provides a foreign liaison role with respect to technical visits by foreign delegations. This Function is also responsible for Information Management/Information Technology Services (IM/IT) and Research and Development.

Enforcement and Regulatory Services (ENF)

The Enforcement and Regulatory Services Function is responsible for enforcing the regulations and taking corrective action, and for developing and maintaining aeronautical legislation. This functional area provides departmental representation before the Transportation Appeal Tribunal of Canada. It is responsible for developing, maintaining and refining aviation terminology in both official languages and provides an effective regulatory consultative process to the aviation community and for processing appeals of administrative sanctions to the Transportation Appeal Tribunal of Canada. This Function also ensures the prevention of unsafe practices mainly by promoting voluntary compliance (i.e. education and publicity); detecting possible violations through

inspections and follow-up of reports from inspectors, air traffic services, airport managers and the public; investigations which determine, establish and record the cause of the violation; and deterrent action when necessary through the judicial or administrative process to prevent reoccurrence.

System Safety (SS)

The System Safety Function provides Transport Canada and the Canadian aviation community with timely, relevant, and reliable safety intelligence and guidance to manage risk. This functional area has the responsibility to develop and direct national aviation contingency operations and emergency preparedness strategies, policies, procedures, standards, programs, and plans for all sectors of Canada's National Civil Aviation Transportation System. The System Safety Function ensures the formulation and ongoing development of safety promotion and safety evaluation standards and practices for monitoring the National Civil Aviation Transportation System. This Function develops, implements and maintains safety oversight policies (i.e. Minister's Observer, System Safety Reviews, etc.) for the five regional System Safety offices and produces, publishes and distributes a family of aviation safety newsletters, various videos, brochures and posters.

Aviation Learning Services (ALS)

The responsibilities of the Aviation Learning Services Function is to efficiently and effectively provide the best possible learning products for TC Civil Aviation employees and the aviation community. Aviation Learning Services is responsible for the design, development and delivery of basic, advanced, and refresher training for Civil Aviation employees. The Function is increasingly involved in delivering training and providing learning services to external clients, including foreign aviation authorities, other government agencies and Ministerial delegates.

Aviation Learning Services is also responsible for the maintenance of the Civil Aviation National Training Information System (CATIS), a computerized record-keeping system.

Quality and Resource Management (QRM)

The Quality and Resource Management Function is responsible to consolidate the key management policies, procedures and guidelines for the Program. The Function is responsible for the development of business-like policies and strategies for managing information and includes multimedia publications and services. Quality and Resource Management develops competency profiles for all non-technical positions in the national program. The Quality Division is the focal point for assisting functional and operational units to develop and maintain processes that contribute to a healthy organization. It is recognized as integral to supporting Civil Aviation's commitment to continuous improvement. The Function provides leadership and support to Civil Aviation by facilitating the development and implementation of Civil Aviation's integrated management system (IMS); acting as functional support for quality assurance and

tracking the implementation of specific quality improvement plans and corrective action plans. This Function is also responsible for national resource management activities such as the Activity Reporting and Standards System (ARASS), Service Line planning, Human Resource issues and budget analysis.

Strategic Issues and Communications (SIC)

Strategic Issues and Communications is responsible for the strategic management of Civil Aviation's high profile issues that affect the aviation industry, the public, and that trigger media interest. This includes maintaining a consistent and systematic interrelationship between corporate, headquarters and regional operations, and the offices of the Assistant Deputy Minister, Deputy Minister and Minister. This office is also responsible for maintaining the Civil Aviation internal and external web sites, the Civil Aviation Communications Centre, a one-stop service point for obtaining information on Civil Aviation (1-800-305-2059), as well as developing and managing internal communication strategies.

Chapter 3 – Options Assessment: Regions

The following section presents the four (4) organization options developed and assessed for the regional organization structure. It is important to note that many options were developed and evaluated during the Organization Review and Design Study; however, only the final four options are described in this section. Other reports have been produced which present and describe these options. In this initial analysis of the Organization Design and Review process, a number of options were assessed as clearly inferior and therefore not warranting further analysis.

Status quo was one of the options examined during the process. The existing organization structure was felt to have served Civil Aviation well in the past, however, the analysis clearly indicated the existing structure did not appropriately support the vision and business model of the future for Civil Aviation and had weaknesses in the existing business model.

The existing structure does not support the one accountable TC executive on a company/enterprise basis below the RDCA as required by the principles. Operational activities in the regional model are segmented by functional area whereby the RDCA becomes the accountable executive.

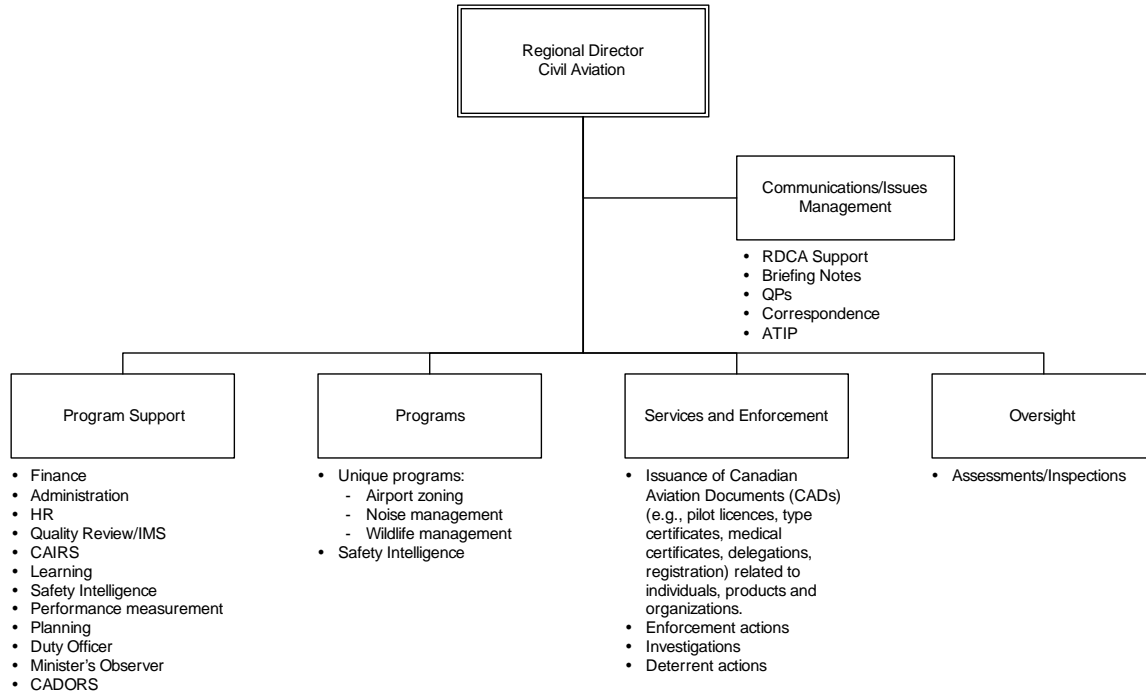
The existing structure does not support the multidisciplinary teams concept as required by the organization design criteria. Rather it is functionally based as opposed to activity based as required by the principles and promotes a functional approach to companies rather than a broad company system based approach required by SMS.

Other options were also better at supporting the organization criteria in areas such as promoting consistency across programs (functions), providing an appropriate span of control for the RDCAs, allowing organization flexibility to meet changing demands and priorities. For example, in the latter case the existing structure supports resource allocations to meet needs within a functional context (CB&A, M&M, GA, etc). Other options provided more room to make these adjustments below the RDCA level amongst functions. For these and other reasons the existing organization model was considered inferior to other models.

The following describes the options, the benefits and risks and finally, an assessment of whether or not the option is recommended.

Regions – Option 1

The following model depicts Option 1 – Regions. Option 1 has four (4) units plus a Communications group reporting directly to the RDCA. Option 1 separates the Service activities from Oversight activities. Enforcement is included in the Services unit. Unique type activities such as airport zoning, noise management and wildlife management have been grouped in one unit (i.e., Programs). Finally, program support activities have been combined within the same unit and the Communications activities in another unit. Please refer to the bullets below each box for a listing of the activities within each unit.



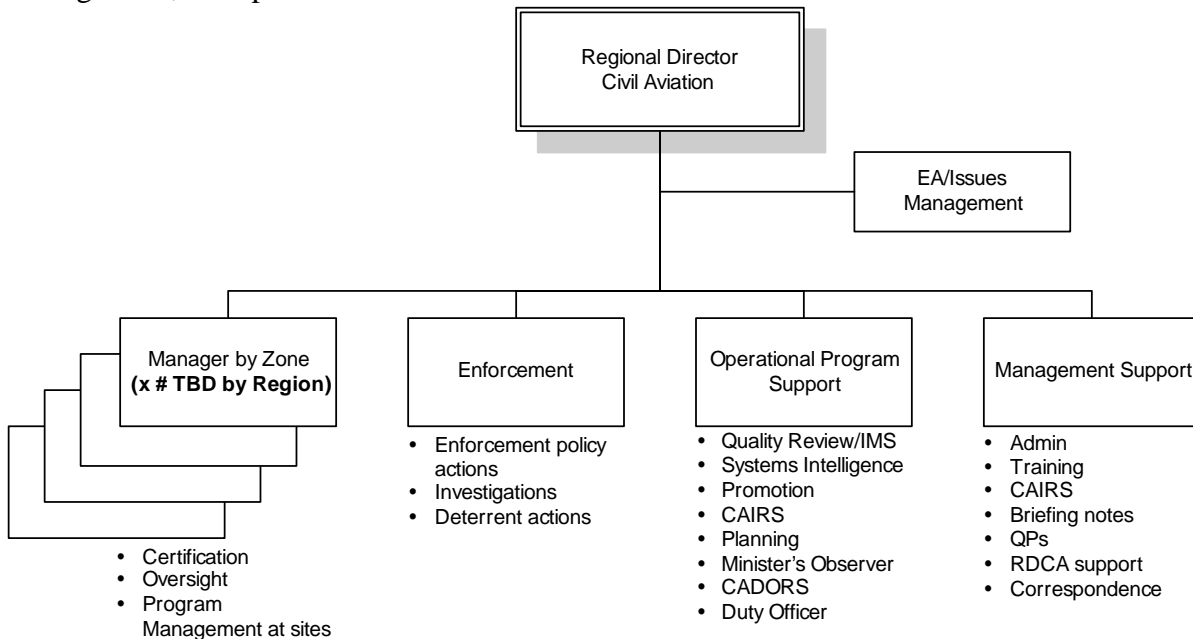
Option 1 offers many benefits such as separating Services (certification) from Oversight activities thereby allowing for a focus for these activities as well as promoting consistency across some of the functional areas. It promotes multi disciplinary teams within Oversight and Services but not between the two divisions. It separates enforcement from operations providing a degree of independence and objectivity. It also groups program support-type activities which will create a consistent management and support for the regional organization structure. Some of the risks are that it separates the knowledge base between Services and Oversight for the same technical expertise thereby duplicating the expertise. It does not support the one TC accountable executive for an enterprise/company below the RDCA. Multidisciplinary teams are not fully supported since expertise is separated amongst certification type activities and oversight activities. The split of services and oversight reduces the knowledge transfer between service activities and oversight activities concerning a given enterprise/company. This reduces the ability to have a complete picture of the company/enterprise. Separating some of the functional areas (i.e., Programs) from others creates confusion and a lack of clarity for the rest of the organization. While it is recognized that most activities have a unique aspect to them, they should be treated consistently. This option does not promote building multi-disciplinary teams since all functional areas are treated the same way.

While the structure offers many benefits, the risks outweigh these benefits and the structure may not be sustainable given the future direction of Civil Aviation; therefore Option is not recommended. The following table provides a more detailed listing the benefits and risks of Option 1 - Regions.

Benefits	Risks
<ul style="list-style-type: none"> - Separates Regulatory Oversight from Certification allowing for: <ul style="list-style-type: none"> o focus for these activities o development of expertise o integration of data and technology o information/knowledge sharing within each stream o check and balance o holistic view at companies for certification process o minimizes duplication - Provides a better planning capability for oversight multi-disciplinary activities. - Groups Enforcement with service activities therefore promoting independence and objectivity between the two activities, moves oversight away from an adversarial relationship with the client and integrates certification and enforcement in response to non compliance situations. - Recognizes the unique program areas (noise management, wildlife, etc.) that are not oversight or service (issuance of CADs) programs. - Separates the demand driven reactive activities from the proactive oversight activities allowing for a focus on the oversight without losing attention to urgent demand driven activities. - Span of control for the RDCA is appropriate. - Groups like-type activities and functions (e.g., services, program support). - Supports future direction of organization (multi disciplinary SMS, data driven, assessment orientated, consistent application, etc.) service line model (reflects the key activities in the model), SMS and IMS. - Promotes consistency, commonality and harmonization of processes and philosophies within the activities of each unit. - Provides focus for service line activities. - Increases ability to prioritize service-type work. - Promotes consistency in products and documentation across functions. - Promotes consistency/common approach to messages and communication. 	<ul style="list-style-type: none"> - May not allow for specific requirements of processes by functional area. - Transition is significant from current organization to this structure (i.e., HR implications). - May be loss of specific technical expertise given “generic” approach of structure at the senior level. - Does not support the accountable TC executive below the RDCA. - Splits expertise amongst services and oversight. - May lose some of synergy of having oversight and certification within same Division. - Program support activities may be lost within Program Management or vice-versa. - Loss of profile for certain activities not reporting directly to the RDCA (e.g., Enforcement, C&BA). - Will require education of the client.

Regions – Option 2

Option 2 is based on having one or a number of Zone Managers (# and composition to be based on regional needs and circumstances) as well as a Manager - Operational Program Support, Manager - Management Support, a Manager – Enforcement and EA/Issues Management, as depicted below.



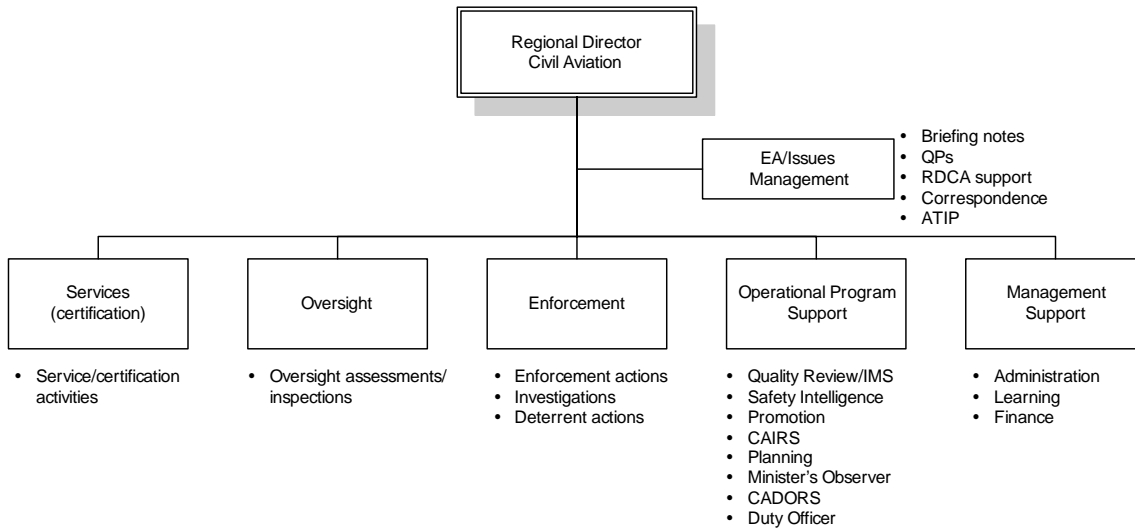
There are many benefits and risks to Option 2. A key benefit of this option is the grouping of operational program support-type activities within an organization unit allowing for a better management and planning capability within the region. This model promotes the concept of a TC accountable executive for each enterprise/company. It also promotes multidisciplinary teams thereby supporting SMS. Enforcement is separate from oversight and service activities which promotes independence and objectivity necessary for the proper conduct of the activity. Another key benefit is the focus on the management of activities at the TCCs/zones; however, there is a risk with this approach of creating mini-regions within the regions. This approach may also promote “zone shopping” within the regions as well as increasing duplication of activities and the lack of consistency and/or standardization across the zones. Some of the risks of Option could be mitigated by having one Manager responsible for all TCCs (i.e., TCC Managers/Superintendents would report to a Regional Manager of Operations/Oversight within the regional office). It also creates management issues with those companies that are in multi geographical zones since the teams would be working for managers in other zones or teams from one zone would be entering other geographical zones. This creates accountability and efficiency concerns. Concerns also exist as to whether Enforcement will be a large enough activity in the future to warrant a separate division.

For these reasons, Option 2 is not selected as a desired “end-state” for the Civil Aviation regional structure. The following table provides a more detailed listing of the potential benefits and risks of Option 2.

Benefits	Risks
<ul style="list-style-type: none"> - Clear accountability and responsibility by Zone. - Provides attention for TCC management issues. - Allows for the creation of multi-disciplinary teams thereby better planning capability for multi-disciplinary activities. - Permits the combining of current safety intelligence activities with other business planning requirements (Regional Manager, Operational Program Support). - Keeps finance and administration and human resources activities within a specialized and supported area. 	<ul style="list-style-type: none"> - Develop mini-regions within the regions. - Adversely affect quality management and standardization across TCCs. - May promote zone “shopping” (i.e., if client is not happy with level of service from one TCC, they may obtain service from another TCC in another location). - Coordination of program will have to happen at RDCA level. - Could increase management issues (e.g., expense accounts, overtime). - Classification issues based on varying sizes and functions within each Zone/TCC location. - Ability to balance resources to workload demands will have to be done at RDCA level. - May be more difficult to implement in smaller regions.

Regions – Option 3

Option 3 is based on having a Manager - Services (certification), a Manager - Oversight, a Manager - Operational Program Support, Manager - Management Support, a Manager - Enforcement and EA/Issues Management, as depicted below. The key distinction is that all TCC management issues would be centralized under one Manager.



There are many benefits and risks to Option 3. Many of these have been discussed earlier in Option 1 and 2. The key benefit is the separation of Services (certification) and Oversight activities. This separation encourages the blending of cultures in certification and oversight. It also promotes the creation of multi-disciplinary teams within each division and promotes a common approach and philosophy for all certificate holders. Another key benefit, as seen in Option 2, is the recognition of the difference between operational program support-type activities and management support-type activities. Some of the key risks of this option are the duplication in skills and expertise between Services and Oversight and there is no TC accountable executive under the RDCA. Another risk is the separation of the enforcement activities creating potentially a very small division relative to other divisions in the future. While this is an important activity, it should not be a separate unit below the Regional Director. In the future, SMS will raise organizational and cultural issues and will not necessarily be typical of the enforcement issues of today.

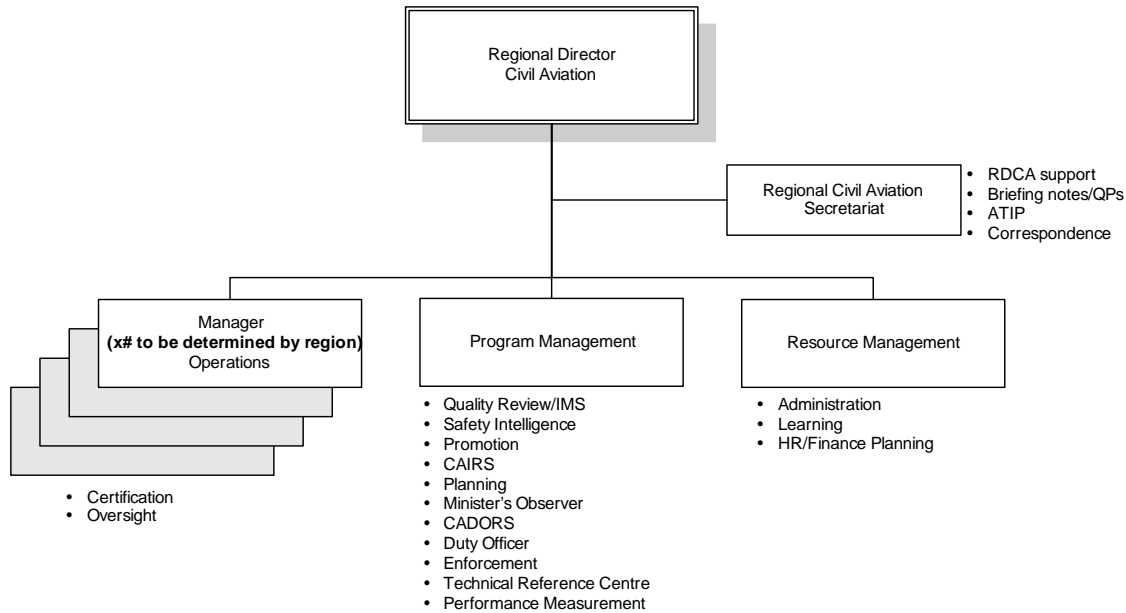
While there are many benefits to Option 3, there are still too many key risks for the organization structure to be recommended as the “end-state” model. The following table provides a more detailed listing of the potential benefits and risks of Option 3.

Benefits	Risks
<ul style="list-style-type: none"> - Combines common activities that share a common “operating” certificate (i.e., Services and Oversight). - Encourages the blending of cultures in certification and oversight. - Allows for the creation of multi-disciplinary teams thereby better planning capability for multi-disciplinary activities. - Provides focal point for industry. - Improves quality management and standardization across organization. - Ability to balance resources to workload demands will be at RDCA minus one level. - Recognizes differences between Operational Program Support and Management Support. - Allows focus for each activity area. - Maintains objectivity for Enforcement-type activities. - Good span of control for RDCA. - Accountability for a company is clear and now moves to the RDCA minus one level. - Groups like-type activities and functions (e.g., program support, management support). - Supports future direction of organization (multi-disciplinary SMS, consistent application). - Permits the combining of current safety intelligence activities with other business 	<ul style="list-style-type: none"> - Classification issues based on varying sizes and functions within each TCC location. - May be more difficult to implement in smaller regions. - Transition is significant from current organization to this structure (i.e., HR implications). - Loss of profile for certain activities not reporting directly to RDCA (e.g., CB&A). - Lopsided organization given size of Services (certification) unit. - Enforcement should diminish as SMS is implemented; therefore, no requirement to have a separate unit. - Responsibility/accountability for companies is unclear (i.e., accountable executive). - Technical knowledge is split between oversight and services which may create inefficiencies and duplication. - Loss of company knowledge since activity associated with a company is split between Services and Oversight. - Resource allocation adjustments are more difficult if demand/priorities between Services and Oversight are changing.

Benefits	Risks
planning requirements (i.e., Regional Manager, Operational Program Support). - Promotes consistency, commonality and harmonization of processes and philosophies within the activities of each unit. - Promotes consistency in products and documentation. - Promotes consistency/common approach to messages and communication. - Allows for development and maintenance of multi-disciplinary expertise. - Keeps finance and administration and human resources activities within a specialized and supported area.	

Regions – Option 4

Option 4 is based on the concept of creating “operations” team in the regions who would be responsible for the delivery and management activities related to specific companies (i.e., enterprise model). The number of Managers of Operations would be based on a number of guiding principles. The Regional Director is also supported by a Program Management unit, Resource Management unit, and finally the Regional Civil Aviation Secretariat.



There are many benefits and risks to Option 4. One of the key benefits is the grouping of operations (i.e., certification and oversight) by an “enterprise”. This provides a focal point for clients as well as consistency in all interactions with that client. It groups common activities that share common “operating” activities. It provides for the TC accountable executive without the issues of geographical issues. It promotes the blending

of cultures and building of multi-disciplinary teams. It also provides for the separation of Enforcement activities from the Operations unit without creating a small division. The structure also recognizes the difference between program management-type and resource management-type activities. The Program Management unit permits the combining of current safety intelligence activities with other business planning requirements. It promotes consistency, commonality and harmonization of processes and philosophies within the activities of each unit. It also creates a focal point for all Secretariat functions. Some of the risks of this organization are potential duplication or lack of consistency across “enterprise” teams within the region.

For the reasons listed above and further identified in the following table, Option 4 is recommended as the “end-state” model. Please refer to Chapter 5 for the Summary Conclusions and Recommendations related to the proposed “end-state” regional organization model for Civil Aviation.

The following table provides a more detailed listing of benefits and risks of Option 4. They are:

Benefits	Risks
<ul style="list-style-type: none"> - Combines common activities that share a common “operating” certificate (i.e., Services and Oversight). - Encourages the blending of cultures in certification and oversight. - Allows for the creation of multi-disciplinary teams thereby better planning capability for multi-disciplinary activities. - Provides focal point for industry by adopting “enterprise” model promoting the concept of a TC accountable executive. - Improves quality management and standardization across organization. - Ability to balance resources to workload demands will be at RDCA minus one level. - Recognizes differences between Operational Program Support and Management Support. - Allows focus for each activity area. - Good span of control for RDCA. - Accountability for a company is clear and now moves to the RDCA minus one level. - Groups like-type activities and functions (e.g., program management and program support). - Supports future direction of organization (multi-disciplinary SMS, consistent application). - Permits the combining of current safety intelligence activities with other business planning requirements (i.e., Regional Manager, Program Management). 	<ul style="list-style-type: none"> - Classification issues based on varying sizes and functions within each TCC location. - Transition is significant from current organization to this structure (i.e., HR implications). - Loss of profile for certain activities not reporting directly to RDCA (e.g., CB&A). - Consistency between clients/enterprises. - Managers may not be conversant with all technical programs.

Benefits	Risks
<ul style="list-style-type: none"> - Promotes consistency, commonality and harmonization of processes and philosophies within the activities of each unit. - Promotes consistency in products and documentation. - Facilitates coordination of work on a company basis. - Separates enforcement from operations thereby maintaining independence and objectivity. - Promotes consistency/common approach to messages and communication. - Allows for development and maintenance of multi-disciplinary expertise. - Maintains synergy of having oversight and service activities within same unit. - Keeps finance and administration and human resources activities within a specialized and supported area. - Provides stronger site (TCC) management. - Should eliminate multiple classifications for regional managers. - Strengthens program management activities by placing “like” activities under one manage (i.e., safety intelligence, trends, business planning). 	

Chapter 4 – Options Assessment: Headquarters

The following section presents the four (4) organization options developed and assessed for the Headquarters organization structure. Numerous headquarters options were explored and examined during the study before the options were narrowed down to four options. The options not described in this section reflect options that did not meet the organization design criteria and principles or were not as positive options as those presented in this section of the report. A number of reports were produced during the Organization Review and Design process which describes these options and the associated analysis.

Status quo was one of the options examined during the study. It, as the regional structure, has served Civil Aviation well. However, the Civil Aviation vision and future business model are not well supported by the existing HQ organization structure. The existing organization structure does not promote the accountable TC executive for a company/enterprise. Operational activities in HQ are segmented by functional area whereby the DG becomes the accountable executive. This does not meet one of the guiding principles of having the accountability below the DG level.

The existing structure does not separate standards activities from operational activities which is another of the guiding principles. This creates a number of issues whereby standards do not receive appropriate attention given operational pressures and regional operational issues may become of lower priority to those of HQ operational priority. In addition, standards, and the associated products (policy, procedures, etc.) may become headquarters operational in focus rather than national. Simply by locating standards and operations under individual groups creates the perception that a company has access to the standards developer and therefore potentially more influence. Standards are also developed on a functional basis rather than a Civil Aviation basis. For areas such as SMS it becomes more challenging to develop a common approach. Standards are also a key area to gain national consistency amongst the functions and regions. Consistency across programs and regions is one of the organization criteria. The separation of standards into many functional areas or combining this activity with operations, as the present structure does, dilutes Civil Aviation's ability to meet this organization criterion.

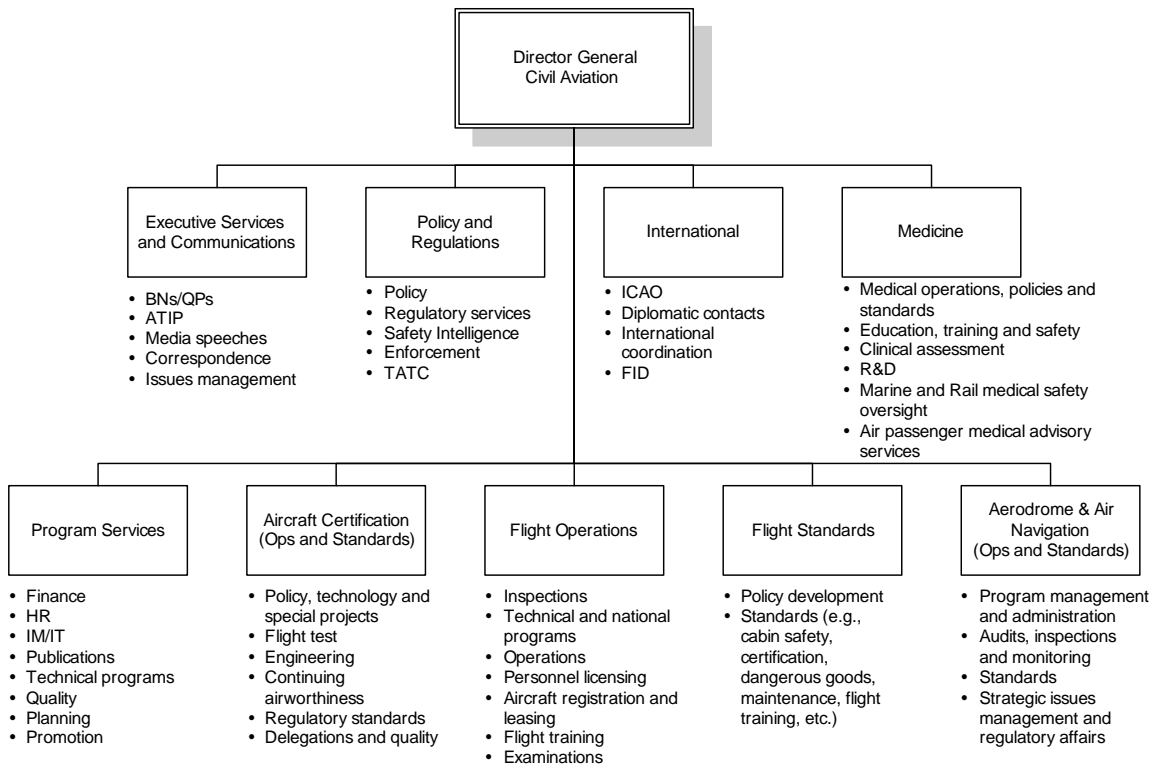
The existing structure also does not support the guiding principle of multidisciplinary team approach to operations. Rather it supports a functional view of companies/enterprises. The existing structure does not support the concepts that underlie SMS of taking a holistic systems view of a company as intended by the organization criteria. Activity-based structure is one of the guiding principles. The benefit of the activity based structure is that it allows the organization to take a Civil Aviation view of policy, standards, regulations, guiding philosophies, systems, guidance material, etc. The existing structure takes a functional approach to these areas risking a fragmented approach. The existing structure also did not meet the criteria of span of control for the DG.

As described above, the existing structure does not meet a number of the design criteria and guiding principles; therefore while some of the options explore various features of the existing structure, the status quo was considered deficient in many ways and not presented in its entirety as one of the possible options assessed.

The following describes the options, provides the benefits and risks of the option and finally an assessment of whether or not the option is recommended.

Headquarters – Option 1

Option 1 is very similar to the Status Quo where it maintains the functional groupings except for the Flight Operations and Flights Standards branches where some activities from CB&A, M&M and GA would be separated across these two branches. The other branches include Executive Services and Communications, Policy and Regulation (including Enforcement), International (including FID), Medicine and Program Services. A listing of the general activities within each of these branches is provided in the model below.



There are many benefits and risks to Option 1. The benefits include a focus and visibility for the functional area, except for CB&A, M&M and GA, thereby allowing the building of expertise, the development of tools, systems and practices by functional area. It also integrates the development of standards, operational policies, procedures and such for M&M, GA and CB&A. The same can be said for operations in those functional areas.

The option does create an Executive Services and Communications Branch which combines key issues management activities under one Branch.

The option also provides Medicine under one branch. Medicine has unique skills and competencies, processes and multimodal clients that need to be housed within one branch. There are no integration benefits in merging them with any other branch. Fragmenting the small resources under more than one branch offers no benefit given the unique aspects of medicine and introduces a number of serious weaknesses associated with not having an adequate critical mass, back-up capability, building core competencies, sharing medical knowledge and creating inefficiencies.

This option creates a Civil Aviation policy activity under one branch. This activity has been missing in the past and felt to be a critical ingredient in realizing the Civil Aviation vision. It promotes integration of the program at the front end and provides a means to continue to build one Civil Aviation program. It also integrates the safety intelligence function in policy which promotes the principle of being an information-driven organization.

Concentrating key program infrastructure requirements such as finance, informatics, human resources promotes efficiencies, provides a focus for this Branch and other branches (i.e. the other branches do not have to build capacity in this area and are therefore are able to focus on their particular mandates) and allows for the building of common Civil Aviation architecture for all the infrastructure areas.

However, there are major risks associated with this type of organization for which the current organization is experiencing. Specifically, given the future direction of Civil Aviation and the move towards SMS, it will be important that the organization adopt an enterprise focus. This means that a company’s SMS will be examined as an entity not a particular functional area. It will require the interaction of various specialists in multi-disciplinary teams. This structure is not conducive to this type of environment. It also does not provide the TC accountable executive below the DG level. Another risk is combining of operational-type activities with corporate/HQ-type activities thereby increasing the risk of day-to-day issues overshadowing the role of HQ (e.g., policy and regulations, program management, etc.). Finally, the span of control is not appropriate for the DG and many issues that have cross-functional implications are brought to the DG level of resolution.

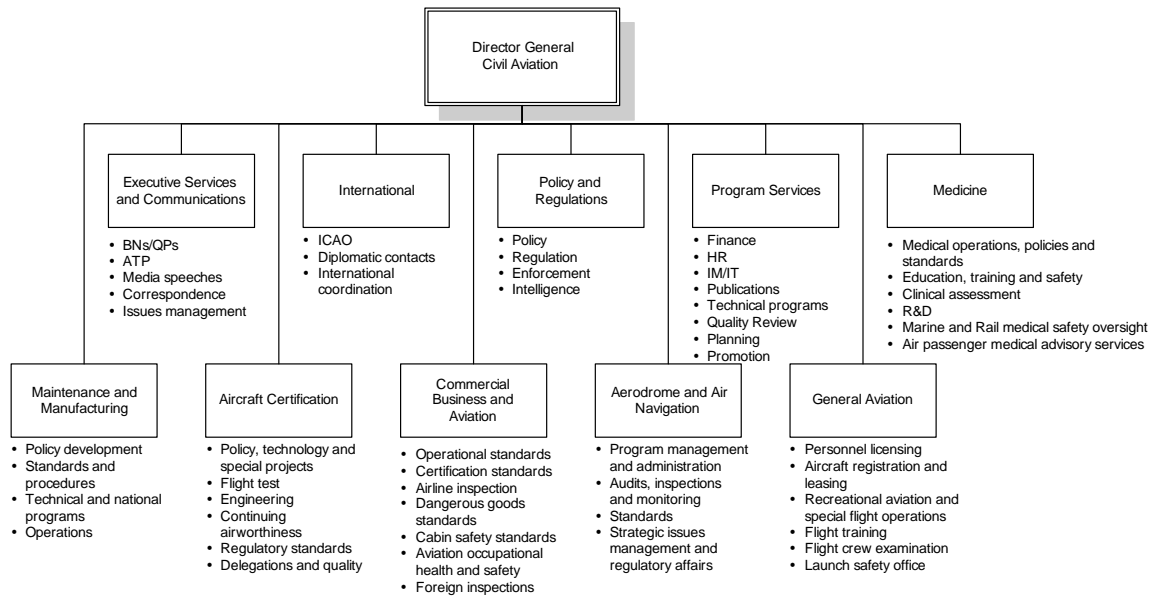
While Option 1 offers some benefits, the risks far outweigh its benefit; therefore, Option 1 is not recommended as the best “end-state” model for Civil Aviation. The following table provides more detailed listing of the benefits and risks of Option 1.

Benefits	Risks
<ul style="list-style-type: none"> - Allows focus and visibility by functional area. - Allows building of specific functional expertise and skills by functional area. - Allows specific requirements of different processes by functional area. 	<ul style="list-style-type: none"> - Numerous horizontal management issues pushed to the DG level. Does not group like-type activities and process across functional areas; thereby creating some duplications/re-inventing.

Benefits	Risks
<ul style="list-style-type: none"> - Allows synergy of having certification and oversight activities within same branch. - Low transition costs. - Supports functional guidance within areas. - Allows resources to be moved from certification to oversight activities and inversely within each functional area. - Protects the integrity/objectivity of enforcement process and staff by separating assessment from investigations and prosecution. 	<ul style="list-style-type: none"> - Does not promote common philosophies across functional areas. - Cross-functional communications/sharing of knowledge difficult. - Does not support common approach to SMS, delegated authorities, certification and oversight. - Span of control for DG too large (14 counting the regions). - NCAMX too large thereby reducing the effectiveness of decision-making. - Does not integrate technology and data across program areas. - Does not provide much flexibility to align resources to cross-functional priorities. - Does not promote consistency in products and documentation. - Does not support multidisciplinary teams except for Flight Safety. - Does not provide holistic view or accountability for multi-certificate holders except at DG level (accountable TC executive). - A&AN and Aircraft Certification are not activity based structure and therefore does not meet one of the principles - Does not provide “check and balance” by having certification and oversight grouped within same Branch. - Does not promote for the development of new approaches from a broad Civil Aviation perspective. - Standards not separated from Operations into individual branches, except for Flight Safety, thereby risking Standards activities being lost in the urgent priorities of the branch and standards that reflect HQ operational needs rather than national operational needs

Headquarters – Option 2

Option 2 is also very similar to the Status Quo and Option 1 where it maintains the current functional groupings (i.e., M&M, AC, CB&A, A&AN, GA). The other branches include Executive Services and Communications, Policy and Regulation (including Enforcement), International, Medicine and Program Services. A listing of the general activities within each of these branches is provided in the model below.



Similar to Option 1, Option 2 offers some benefits related to the building and maintenance of expertise, approaches, tools, practices and systems from a functional perspective. However, as discussed in Option 1, there are many risks related to lack of consistency and cross-functional issues brought to the DG level. This type of structure does not promote the grouping of like-type activities and processes which creates some duplication and re-inventing. As mentioned earlier, it does not promote the SMS approach of multi-functional teams and common approaches and philosophies. It does not adequately separate standards activities from operational activities. It therefore has all the risks associated with status quo that were described earlier.

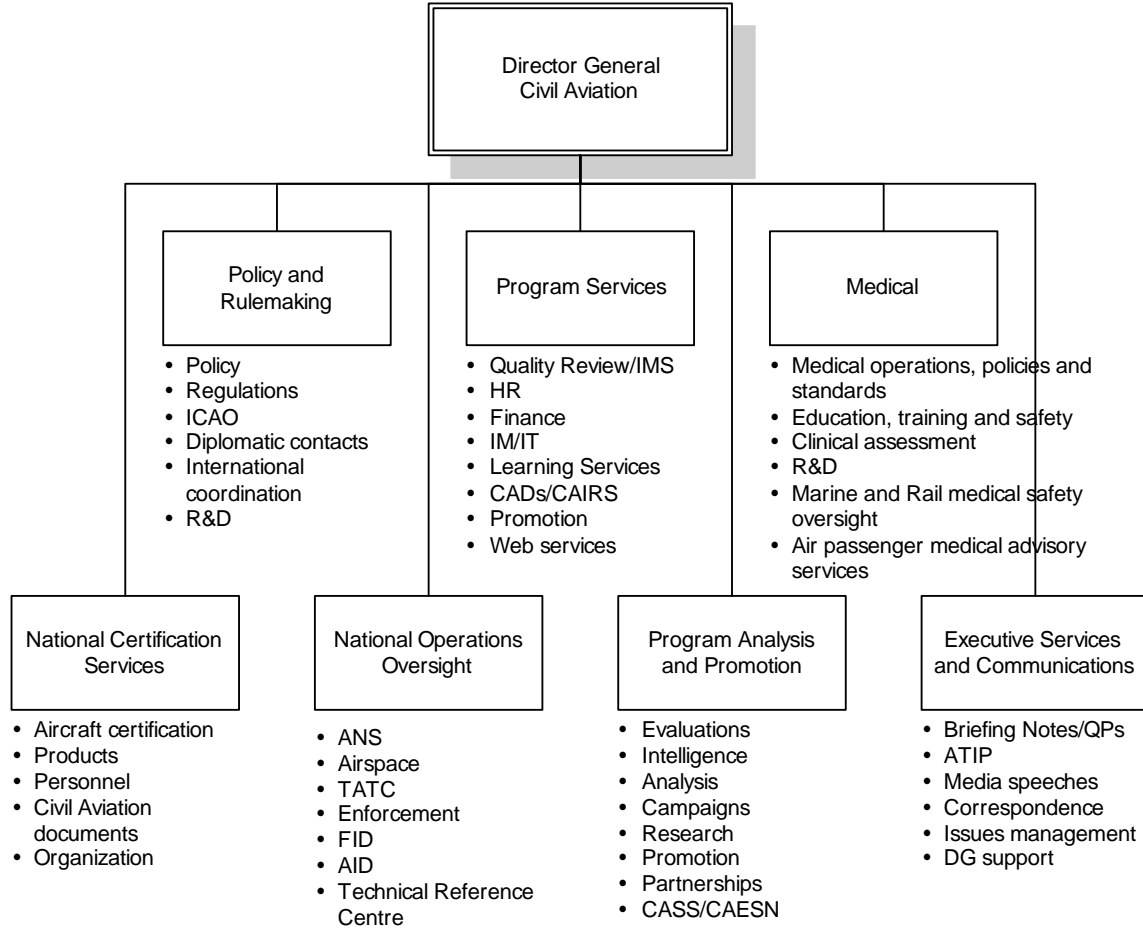
Based on these benefits and risks, Option 2 is not recommended as an appropriate “end-state” model for the Civil Aviation organization of the future. The following table provides a more detailed listing of the benefits and risks of Option 2.

Benefits	Risks
<ul style="list-style-type: none"> - Allows focus and visibility by functional area. - Allows building of specific functional expertise and skills by functional area. - Allows specific requirements of different processes by functional area. 	<ul style="list-style-type: none"> - Numerous horizontal management issues pushed to the DG level. Does not group like-type activities and process across functional areas; thereby creating some duplications/re-inventing. - Does not promote common philosophies

Benefits	Risks
<ul style="list-style-type: none"> - Allows synergy of having certification and oversight activities within same branch. - Low transition costs. - Supports functional guidance within areas. - Allows resources to be moved from certification to oversight activities and inversely within each functional area. - Protects the integrity/objectivity of enforcement process and staff by separating inspections from investigations and prosecution. 	<ul style="list-style-type: none"> across functional areas. - Cross-functional communications/sharing of knowledge difficult. - Does not support common approach to SMS, delegated authorities, certification and oversight. - Span of control for DG too large. - NCAMX too large thereby reducing the effectiveness of decision-making. - Does not integrate technology and data across program areas. - Does not provide much flexibility to align resources to cross-functional priorities. - Does not promote consistency in products and documentation. - Does not provide holistic view or accountability for multi-certificate holders except at DG level. - Standards not separated from Operations into individual branches this risks standards activities being lost in the urgent priorities of the branch and standards that reflect HQ operational needs rather than national operational needs - Does not support multidisciplinary teams. - Does not provide “check and balance” by having certification and oversight grouped within same Branch. - Does not allow for the development of new approaches from a broad Civil Aviation perspective.

Headquarters – Option 3

Option 3 aims at grouping like-type/common activities. The approach is one of grouping functional activities by key activity area (e.g., certification, operations). The branches reporting to the DG include Policy and Regulations (including International), Program Management, Medical, Certification Services (cross-functional), National Operations and Oversight (including Enforcement), Program Analysis and Promotion, and Executive Services and Communications.



Option 3 also has several benefits and risks. A key benefit of this option is the grouping of all certification-type activities and the national oversight. This allows each branch to develop multidisciplinary teams, integrates data and technology related to these activities, promotes information-sharing across the functions as well as minimizes some of the duplication across functional areas. It also assists in promoting common philosophies and approaches across functional areas.

One of the risks of this model is including international operations within the Policy and Rulemaking Branch. The nature and number of demands on International Operations may result in a loss of focus for both areas. Also, while Program Analysis and Promotion are important functions within the organization, having these activities separated from other areas of the organization may promote the creation of information products that are not well linked to or support the program areas. It also has safety intelligence separated from policy which adversely affects the benefits of integrating key information products in the policy development process.

The separation of services from operations also fragments the knowledge base necessary for both areas. It does not promote the TC accountable executive below the Director General level since companies receive their CADs in one Branch and the oversight is exercised by another.

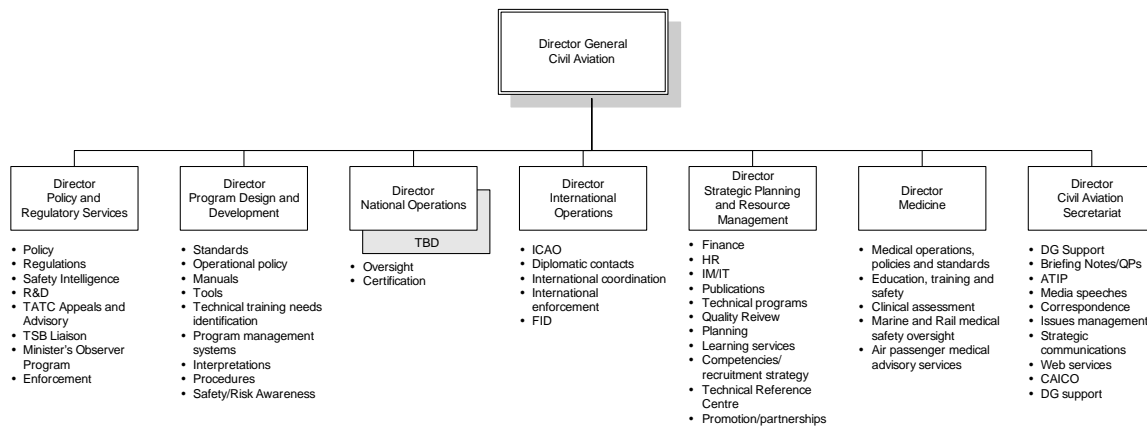
While Option 3 addressed some of the risks presented in Option 1 and 2, there are still many risks that do not support SMS and the future direction of Civil Aviation. For these reasons, Option 3 is not recommended as the “end-state” model for Headquarters. The following provides a more detailed listing of the benefits and risks of Option 3.

Benefits	Risks
<ul style="list-style-type: none"> - Headquarters focus separated from operational issues. - Promotes the development of policies and standards that are practical for all clients since it is separated from other HQ activities. - Separates oversight from certification allowing for: <ul style="list-style-type: none"> o Focus for these activities o Development of expertise o Integration of data and technology o Information/knowledge sharing within each stream o Check and balance o Minimizes duplication - Groups like-type activities based on HQ and operational roles. - Supports future direction of organization, SMS and IMS. - Groups common processes. - Promotes consistency, commonality and harmonization of processes and philosophies. - Supports a cohesive approach to implementing the Civil Aviation vision. - Promotes clarity for clients. - Promotes integration of technology and data. - Promotion and Partnerships are separated from internal machinery of government activities - Multidisciplinary teams are supported - Improves sharing of knowledge and information. - Allows alignment of resources to national policies/priorities. - Facilitates ability to prioritize work between HQ and operational roles. - Provides holistic view at companies/clients. - Facilitates coordination of work. - Clarifies responsibility/accountability. - Promotes consistent/common approach to messages and communications. - Allows for development and maintenance of expertise. - Minimizes program policy and development 	<ul style="list-style-type: none"> - Loss of some synergies from having operational activities with other program areas. - May be loss of specific technical expertise given “generic” approach of structure at senior management level. - Organization may be lopsided given sizes of certain Branches. - Loss of profile for certain activities not reporting directly to DG (e.g., Learning Services). - Duplication of SME knowledge if it needs to reside in multiple HQ branches. - Decouples intelligence from policy which does not support and information driven organization

<p>duplication.</p> <ul style="list-style-type: none"> - Provides one-stop shopping. - Subject-matter knowledge within national operations from beginning to end. - Protects the integrity/objectivity of enforcement process and staff by separating inspections from investigations and prosecution. 	
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Headquarters – Option 4

Option 4 groups common activities as well as separates typical HQ roles (policy, regulations, program development) from operational roles. In this Option, the DG is supported by Policy and Regulations (including Enforcement and Safety Intelligence), International (including FID), Program Management, National Operations (cross-functional), Program Services, Medicine and Executive Services and Communications. A general listing of activities is provided in the model below.



There are many benefits and risks to Option 4. The benefits of the Policy and Regulatory Services Branch have been discussed earlier. Key is the provision of a capability to focus look long-term and develop long-term strategies and approaches that can then, with NCAMX direction, be translated into Civil Aviation policy. This organization structure supports the organization criteria of “supports the long term safety mission and service line model (leadership box). It also promotes consistency (design criteria) since it establishes, at the front end, the overall policy framework for Civil Aviation. With the safety intelligence activities feeding this process the Branch promotes the guiding principle of information driven and decision making will be risk based. The building of the policy capacity and the integration of safety intelligence activities promote a more efficient and effective service delivery structure.

One of the key benefits of Option 4 is the separation of HQ-type roles from operational roles. The separation of these roles allows for the focus for each of these areas as well as the ability to prioritize according to national priorities/issues. This is consistent with and supportive of the guiding principle that standards and operations be performed separate

from one another. This promotes consistency within the area of program design and development and a common approach to standards, operational policies and procedures, manuals and functional guidance. In essence, this promotes a Civil Aviation program rather than many functions housed under Civil Aviation. This, in turn, lends itself to a more efficient design and development process producing more effective products and consistency.

The Program Design and Development Branch not only provides a structure to support integration but also has a clearly defined national mandate with no operational bias often associated with the existing structure. This organization design is therefore very supportive of the design criteria concerning consistency, SMS, clear lines of authority, responsibility and accountability and efficient and effective delivery. In this latter case standards will be developed in one branch rather than across several branches. SMS is promoted because the design of this tool is in one location which reinforces the common look and feel necessary to assess a company rather than a function. This is an important factor in providing a valuable tool to multidisciplinary teams and promoting a common approach by the team. In addition, the size of the operation allows for the building of back up capabilities and the ability to re-allocate resources to meet changing design priorities.

Combining National Operations in one or more branches (to be determined) is consistent with the design principle of a TC accountable executive below the DG. This is the same approach to the regions, whereby operational activities will be managed from an “enterprise” perspective. Another guiding principle supported by the creation of an operational branch(es) is the use of multidisciplinary teams. This support of multidisciplinary teams and the enterprise approach are key ingredients in facilitating the implementation of SMS. The multidisciplinary approach also allows the Director the ability to re-allocate resources depending on changing needs and priorities. The design provides a focus for the operational activities and avoids Directors “wearing a corporate/HQ hat and an operational hat”. Similar to the regions, the integration of data and information on companies across the functional areas will be facilitated in this design. It provides a focus for International and National Operations. It also allows for a critical mass necessary to build and maintain key competencies in several disciplines necessary for the long-term future of Civil Aviation.

The separate branch for International recognizes the unique nature of the international environment, provides a focal point within Civil Aviation for the coordination, in some cases the delivery, of all international activities. FID is now well linked to the key international contact base necessary for the successful delivery of this program. FID does not use the CARS as a basis for compliance but rather uses ICAO standards. This difference is important in understanding the regulatory regimes used for domestic operations different from those of foreign carriers. Since ICAO standards drive FID, it is appropriate to locate this unit with the Branch most directly involved with ICAO and foreign governments.

The grouping of activities within the Strategic Planning and Resource Management Branch will promote the building of management and planning functions thereby enhancing consistency and the long-term focus for the organization. Medicine and the Civil Aviation Secretariat have been previously discussed. This structure also supports a reasonable span of control for the Director General at seven (depending on the number of Directors for National Operations). NCAMX is also a reasonable size for decision making.

Accountability and responsibility are clear under this structure. If an issue concerns a standard, operational policy or procedure, national processes and systems, national training requirements, instructions, technical manuals or functional guidance the Program Design and Development Branch is responsible. Cross-functional issues do not affect who is responsible or accountable at the Director level. Certification/Oversight does not affect who is responsible.

If the question is about implementation of the above items, or about a client, then the Director(s) National Operation is accountable and responsible. The forming of national multidisciplinary teams and the conduct of assessments/audits/inspections is under operations.

If the question is about international events or activities the accountability rests with the Director of International Operations. The other branches have previously been discussed.

Therefore, an issue like SMS would be part of the policy development process in Policy and Regulatory Services Branch first with NCAMX exercising the policy decision. Once agreed-to, Program Design and Development would then develop the standards and receive assistance from Regulatory Services in the drafting of the SMS regulations and input from operations in HQ and regions. Program Design and Development would then, in cooperation with the regions and National Operations, develop the national operational policies, procedures, processes, systems, tools, information packages and identify the training needs. Once completed, regions and National Operations would then implement. Strategic Planning and Resource Management would be actively involved in providing the appropriate infrastructure to support SMS on a national basis. This example illustrates how the branches would be involved in the delivery of a key element of Civil Aviation. This is a far more efficient and transparent model than the existing model for cross-functional issues and eliminates significant potential duplication while promoting consistency.

This model also minimizes barriers to career paths since there are numerous occupational routes to senior management levels in this organization. No Director position can be limited to one technical field or another. In addition, competencies can be focused on the key needs of SMS. This does not mean there will not be a need for technical specialists. There will clearly be a need for this type of expertise; however, there will also be a need for other specialist such as in SMS, systems analysis and human factors analysis. Option 4 allows for the identification and building of these competencies in the framework of the vision and long-term directions of Civil Aviation.

The risks of this organization structure is the loss of synergy of having operational activities with other program areas as well as a potential loss of functional expertise at the senior management level given the breadth of the subject matter. In addition there will be a number of transition issues.

Based the number of key benefits and low risk, Option 4 is recommended as the “end-state” model for Civil Aviation. The following table provides a more detailed listing of the benefits and risks of Option 4.

Benefits	Risks
<ul style="list-style-type: none"> - Headquarters focus separated from operational issues. - Promotes the development of national policies and standards that are practical for all clients since it is separated from other HQ activities. - Groups like-type activities based on HQ and operational roles. - Supports future direction of organization, SMS and IMS. - Intelligence in Policy supporting an information driven organization. - Groups common processes. - Promotes consistency, commonality and harmonization of processes and philosophies. - Supports a cohesive approach to implementing the Civil Aviation vision. - Promotes clarity for clients. - Back-up capability is provided. - Barriers to career path are minimized - The structure is activity-based. - Supports multidisciplinary teams. - Supports the guiding principle of separating operations from standards. - Supports the TC accountable executive below the Director General level. - Promotes integration of technology and data. - Improves sharing of knowledge and information. - Provides a reasonable span of control for the DG - NCAMX is a reasonable size for decision-making - Allows alignment of resources to national policies/priorities. - Facilitates ability to prioritize work between HQ and operational roles. - Provides holistic view at companies/clients. 	<ul style="list-style-type: none"> - Loss of some synergies from having operational activities with other program areas. - May be loss of specific technical expertise at senior management level given the breadth of the subject matter. - Loss of profile for certain activities not reporting directly to DG (e.g., Learning Services). - Duplication of SME knowledge if it needs to reside in multiple HQ branches Program Design and Development and National Operations. - Promotion is located in a machinery of government set of activities. - Large transition issues.

Benefits	Risks
<ul style="list-style-type: none">- Facilitates coordination of work.- Responsibilities/accountabilities are clear.- Promotes consistent/common approach to messages and communications.- Allows for development and maintenance of expertise.- Minimizes program design and development duplication.- Provides one-stop shopping below the Director General level.- Subject-matter knowledge within national operations from beginning to end.- Protects the integrity/objectivity of enforcement process and staff by separating inspections from investigations and prosecution.- Promotes efficiency and effectiveness of the organization.	

Chapter 5 – Summary, Conclusions and Recommendations

The proposed end-state regional organization is designed to the Regional Director minus one level while the HQ organization is designed to the DG minus one level. The projected full implementation date for the end-state models is 2010. There is still much detailed design work to be completed to finalize all aspects of the organization. This detailed design work should not be completed until approval has been obtained for the proposed structure or as opportunities arise. Once this has been obtained, the more detail work can be performed since the framework for the design will have been approved.

The recommended organization structures for Civil Aviation Headquarters (HQ) and Regions are envisioned as the “end state”, **2010**. The key benefits of the selected models are:

- Formalizes Civil Aviation’s safety policy role within its rulemaking responsibilities.
- Integrates safety intelligence activities with the policy process promoting the guiding principle of an information driven organization and supporting the long term safety mission and service line model of Civil Aviation
- Separates Standards (Program Design and Development) from Operations (a guiding principle requirement), allowing focus and attention for both areas as well as facilitating ability to prioritize work between HQ-type activities and operational activities nationally. This provides clear lines of accountability and responsibility for operations and program design and development.
- Combines all program design and development activities within one organization unit thereby promoting common philosophies, program design approaches and tools across the organization and eliminating potential duplication.
- Adopts a model to manage enterprises using multi-disciplinary teams thereby promoting a consistent approach and process when dealing with clients which supports the TC accountable executive guiding principle.
- Resources can be easily moved within Operations providing much needed flexibility to address changing needs and demands.
- Promotes a consistent approach to and delivery of national and regional operations.
- The design minimizes, to the extent possible, career path barriers by creating Director/Manager positions that are not limited to particular functional expertise.
- Provides a focus for all international operations.
- Accountability, responsibility and authority are clearly linked to the service line model, clients and the business model.
- Span of control for the Director General and RDCAs is appropriate
- Reinforces that SMS and IMS are ways of doing business not business lines or activities.
- Provides for dedicated service organizations in support of Civil Aviation’s operational needs.

An end-state organization structure represents the desired organization structure that best meets the organization criteria and the vision for the organization. Therefore, there is a need to identify/develop transitional structures prior to moving to end-state organization structure. The benefits of using this approach are:

- Processes, systems and practices can be evolved over a period of time to reflect the end-state and prior to implementing the end-state.
- The organization has time to experience key elements of a new structure without trying to manage all the changes at one time. This builds comfort and reduces risks.
- An opportunity to make modifications to the end-state based on better information and a changing environment.
- People are more easily accommodated. This is especially true for Civil Aviation given the demographics.
- It provides time that allows staff to become more comfortable with the vision and to eliminate uncertainty;

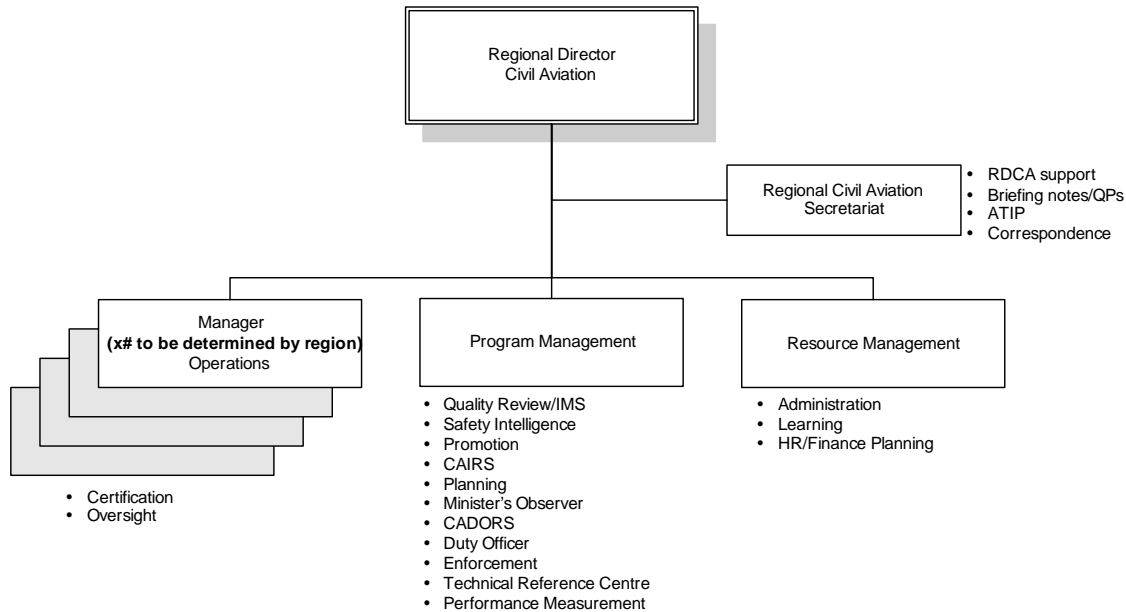
Detailed calculations of how many resources are to be allocated to each area have not been made. This can only be provided once the detailed design work is completed. It is clear however, that the proposed organization structure is resource neutral. The total existing cost to Civil Aviation will not increase. There will be reallocations from within Civil Aviation to reflect the proposed structure, but no additional funding is sought from senior management to support the proposed structure.

Initial resource allocations to the proposed structure will be completed as a transition step. Without the detailed design, the final allocations cannot be completed. The detailed design work will be completed as part of the implementation phase. At that time, final allocations will be made. The actual name/titles used for the branches/units also need to be validated during the implementation phase of the study.

An implementation strategy has been developed and is included in the next section of this report.

5.1 Preferred Option – Regions

The following present the preferred “end-state” model for the regions in Civil Aviation. The Regional Director, Civil Aviation (RDCA) will be supported by a number of Manager of Operations, a Manager of Program Management, a Manager of Resource Management and a Secretariat function.



The comparative analysis of the options concluded this was the best option for the regions based on the following reasons:

- Adopting an “enterprise” model creating the “accountable executive” for Civil Aviation clients and facilitating the coordination of work on a company basis.
- Allows for the development and maintenance of multi-disciplinary team expertise.
- Merging Enforcement activities within the operational/certification arm of the organization.
- Recognizing the difference between Program Management-type activities and Resource Management-type activities thereby combining current safety intelligence activities with other business planning requirements.
- Promotes consistency, commonality and harmonization of processes and philosophies within the activities of each unit.

Operation will be the focal point for the oversight and services activities. This will provide for a clear line of accountability for each and every enterprise in the regions. It facilitates the guiding principle of a TC accountable executive, the provision and management of multidisciplinary teams and SMS. This, in turn, promotes SMS and risk based analysis as being the drivers for all operational activities. Some of the major concerns throughout the organization review and design study concerned a sustainable organization for the organization of the future as well as consistency. Consistency is required in a number of areas such as across functions (i.e., C&BA, M&M, GA, etc.) as

well as across the regions and, in some cases, within the regions. The proposed regional structure aims at addresses these key concerns. The recommended structure integrates certification and oversight activities for all functions. This provides a framework to promote a strong link between certification and oversight activities which is key to SMS. It provides flexibility to the Manager to move resources to operational needs and demands and not have this process restricted by function.

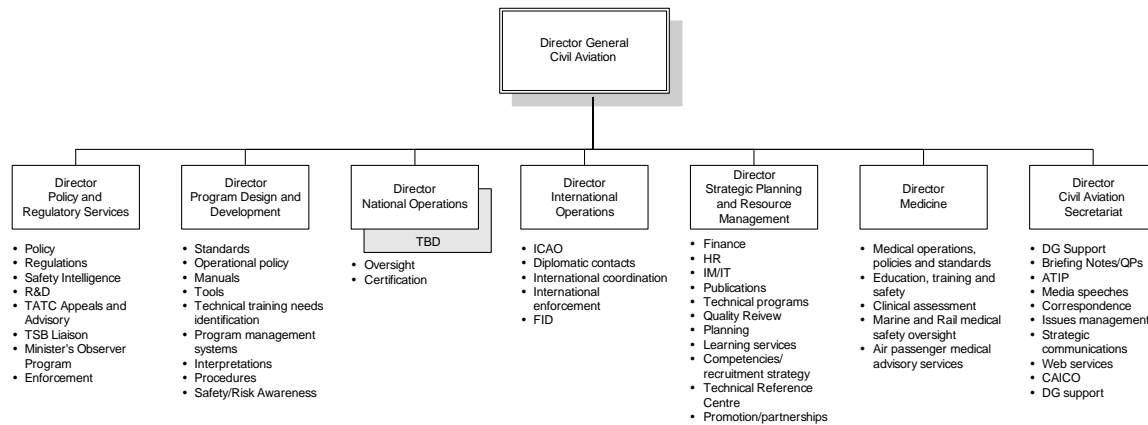
Enforcement activities have been included within the Program Management unit. It is foreseen that this would be a separate activity reporting to the Manager of Program Management. This will form part of the next phase of the organization study. It is foreseen that with the advent of SMS and increased consultations with clients, the need for enforcement should be reduced; however, the Department must maintain this capability for cases where it becomes a requirement

The creation of the Program Management unit will assist the regions in combining the current safety intelligence activities with other business planning requirements while the Resource Management unit will be more involved in the general management support functions of the organization and transactional-type functions. This will allow the short-term transactional activities to continue without distracting the efforts necessary for the long-term analysis and planning activities. This avoids the tendencies of organizations to have the short-term, urgent requirements supersede the long-term development of the important technical business capacity necessary to build a sound technical business function. These, plus other benefits identify the need to move from status quo to the recommended structure.

For a detailed listing of the strengths and weaknesses, please refer to the Options Assessment section.

5.2 Preferred Option – Headquarters

The preferred “end-state” option for Headquarters is comprised of seven (7) Directors reporting to the Director General, Civil Aviation (DGCA), namely: Director, Policy and Regulatory Services; Director, Program Design and Development; Director, National Operations (the number of Directors for Operations has not been finalized. This will be further assessed during the next phase of the organization review.); Director, International Operations; Director, Strategic Planning and Resource Management; Director, Medicine; Director, Civil Aviation Secretariat.



This option was selected based on the following key features:

- Separate operations from HQ-type roles.
- Provides focus for both National and International Operations.
- Groups Program Design and Development activities to promote common standards, operational policy, tools, etc.
- Provides focus for Policy and Regulatory Services and integrates this with the intelligence activities.
- Promotes the use of multi-disciplinary teams.
- Span of control for the Director General is appropriate
- Maintains focus for Medicine function.
- Integrates all Secretariat-type activities within one group.

For a detailed listing of the strengths and weaknesses, please refer to the Options Assessment section.

Fundamental to the entire organization design process is the requirement that HQ be designed to support the regions. The recommended HQ structure does this. A critical element to the new design is the separation of operational activities from other HQ/corporate-type functions. This separation will allow HQ personnel to focus on the development of national operational policies from a broad Civil Aviation perspective as well as the development of standards, and procedures applicable to all Civil Aviation operations and not specific to any functional area. The separation will also avoid the urgency of operations and day-to-day issues to take over the HQ role. This clear focus is essential to supporting the needs of operations in the regions and headquarters.

The Program Design and Development unit combines all standards development, operational policies, tools, and systems across all functional areas. This will promote common approaches and philosophies as well as interpretation in the application/implementation of key policies, processes, procedures, tools and guidance material. It will promote consistency and minimize some of the current duplication across functional areas. It will also provide a one-window for the regions when questions/issues arise concerning operations.

The structure within the National Operations unit is also envisaged to be the same as in the regions. Similar to the regions, the actual number of positions has yet to be determined. This will be further assessed during the next phase of the organization study. As mentioned earlier, this approach supports the one-window/accountable executive for Civil Aviation clients. It promotes clear accountability from an enterprise basis as well as from the perspective of the DG if issues and/or opportunities arise. It has the same benefits as those described for the regions.

The International Operations Branch will maintain its focus and ensure the appropriate visibility is provided for Civil Aviation and international partners/stakeholders. All international-related activities such as coordination of ICAO, commission, international regulations, etc. are within this Branch. The Foreign Inspection Division activities will also be included within this Branch to ensure consistency and maintain the international focus. While they are separate from the Policy and Regulatory Services Branch, they will work closely together.

The Medicine Branch will maintain its focus and ensure appropriate visibility is provided given its current mandate which includes organizations outside of Civil Aviation. The Branch will be responsible for the development of policies, regulations and operational standards as well as the operations related to all Medicine activities given the required specialized skills and knowledge. Maintaining a Branch dedicated to medicine reflects the unique nature of the mandate (multimodal), back capability requirements, exchange of technical knowledge, unique competencies and small operations.

The creation of the Strategic Planning and Resource Management Branch will assist Headquarters in combining corporate-type planning, quality and resource management activities with broad Civil Aviation business planning requirements.

Establishing a Policy and Regulatory Services Branch with safety intelligence strengthens the ability of the Directorate in building a capacity to have a broad Civil Aviation policy development process driven by information. This capacity is essential to Civil Aviation having a long term safety policy consistent with its mission. It also promotes consistency and efficiency in the program design and development process by providing the appropriate overarching policy framework capability.

Civil Aviation Secretariat provides a sustainable means to addressing key Civil Aviation issues in a cohesive, coordinated and effective manner. It also consolidates key external information orientated sources to promote consistent and effective information products. This Branch will also provide direct support to the DG.

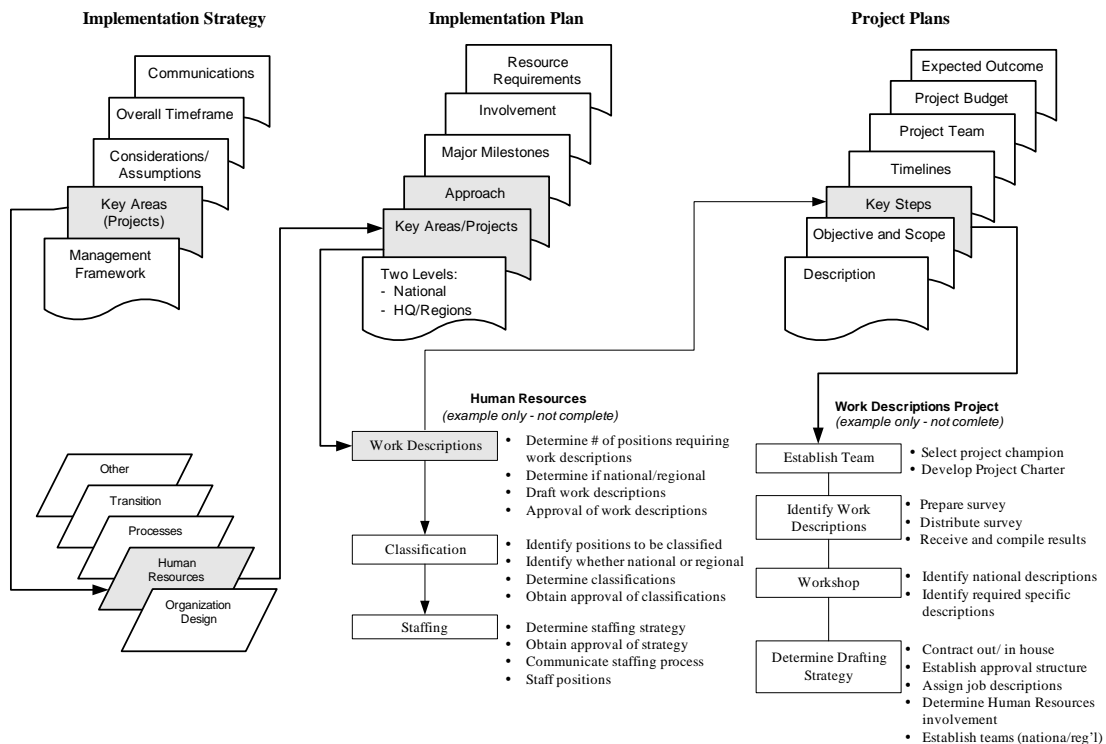
Chapter 6 – Next Steps

Implementation Strategy

The implementation strategy sets out the overall template for the implementation of the selected organization structure in Headquarters (HQ) and the Regions for Civil Aviation. The implementation strategy sets out the management framework, key areas, overall timeframe, and communications requirements related to the implementation stage. This strategy will have to be integrated with other initiatives such as Workforce review and process reengineering.

Each component of the strategy is discussed in more detail in the following sections. The implementation strategy is the first step of several to the full implementation and development of all supporting pieces of the recommended organization structure. The following model depicts the key components related to these steps. As depicted in the model, following the definition of the strategy is the development of the implementation plan.

Civil Aviation - Implementation Stage



As depicted, the first column represents the implementation strategy (i.e., this document). The next column represents the implementation plan (i.e., definition phase), which identifies what needs to be done to implement the recommended organization structure.

And finally, the third column describes the detailed work (i.e., project plans) that will be undertaken throughout the full implementation of the recommended organization structure.

Implementation Plan

The implementation plan describes the key steps (projects) and related tasks for the implementation of the recommended organization structure for Civil Aviation. There will be two (2) levels to the implementation plan: national and regional/HQ. Specifically, the implementation plan will describe the following:

- Key projects;
- Key steps and related tasks;
- Major milestones;
- Involvement; and
- Resource requirement.

The initial step of the implementation plan is to identify everything that needs to be put in place/completed to effectively implement the recommended organization structure. For example, areas such as detailed organization design work, human resources (e.g., work descriptions, classification, staffing), particular supporting processes and practices, etc. The initial step needs to be completed from a national level and then translated to regional/HQ level to ensure that all steps have been identified. Where steps show up in all or most regions, it may be decided to carry out that step as a national project. This determination will be done once all steps have been identified.

Once the national and regional/HQ steps have been identified, the related information (i.e., key steps and related tasks, major milestones, involvement and resource requirement) will be developed.

Management Framework

The following framework provides a description of a framework for the implementation of the recommended organization structure for the Regions and HQ. Specifically, it describes how to plan, manage and deliver the various projects/initiatives identified in the Organization Review Implementation Plan.

Implementing the recommended organization structure involves continuous monitoring of projects/initiatives identified. The status of projects/initiatives and ongoing identification and resolution of issues will also be managed through the Organization Review Implementation Plan.

Roles

The following briefly describes the key roles of individuals involved in the Organization Review Implementation Plan, namely:

- Director General;
- NCAMX;
- National Implementation Project Director;
- Regional Coordinators; and
- Project Teams.

Director General

The Director General (DG), Civil Aviation is responsible for reviewing and approving the Organization Review Implementation Plan. The DG, further to consultation with NCAMX, will also make the final decision on all projects/ initiatives' recommendations. In addition, the DG will:

- approve the Headquarters implementation plan; and,
- ensure adequate resources are provided to implement the Headquarters plan.
- ensure the implementation plan and all national project plans be presented to NCAMX for approval.

NCAMX

NCAMX supports the various project teams involved in the Organization Review Implementation Plan and provides advice to the DG. NCAMX will be involved for the duration of the Organization Review Implementation Plan. Its membership includes representatives from HQ and the Regions.

NCAMX' role, as it relates to the Organization Review study, includes but is not limited to:

- facilitate management and cross organization projects;
- provide guidance to project teams on:
 - issues identification;
 - sources of information;
 - approaches;
 - protocol;
 - strategies;
 - implementation considerations; and
 - recommendations;
- ensure senior management awareness (e.g., ADM Safety and Security, Regional Directors General) and propose solutions for sensitive issues;

- ensure Civil Aviation staff (e.g., Managers, Superintendents, Supervisors and their staff) is communicated with in a timely fashion and understands the Organization Review study;
- provide an objective challenge to the project teams;
- review and approve the national implementation plan; and,
- provide key input into project recommendations.

There are also roles that are specific to Directors (HQ and Regions). These are listed below.

CA Directors (Regions)

The role of the Directors in the regions includes but is not limited to:

- lead and champion the organizational change process in the Regions;
- provide guidance to the Regional Implementation Coordinators and ensure that they are well informed of management issues that may affect the Organization Review project;
- interface with the Regional Directors General on implementation issues as well as keeping them informed;
- approve regional implementation plan; and,
- ensure adequate resources are provided to implement the regional plan.

CA Directors (HQ)

The role of the HQ CA Directors includes but is not limited to:

- lead and champion the organizational change process for their particular Branch;
- provide guidance to the Implementation Coordinators and ensure that they are well informed of management issues that may affect the Organization Review project; and,
- approve draft Branch implementation plan.

National Implementation Project Director

The National Implementation Project Director will support NCAMX and various working groups. The National Implementation Project Director's responsibilities need to consider the following:

- focal point for all of the activities related to the transition to the new organization structure including the implementation and ongoing development of the implementation and communication plans;
- monitor status of implementation projects/initiatives;
- provide support to the DG and NCAMX for activities/initiatives related to the Organizational Review.

- inform Director General/NCAMX on project issues;
- ensure Project Teams are informed of various issues/questions that may impact their projects;
- become focal point for questions/answers with NCAMX members (including the Implementation Coordinators);
- develop the national implementation plan;
- manage resources (\$) and staff) associated with the implementation process;
- link to strategic plan and resource management plan;
- update Director General and NCAMX on progress against planned; and,
- liaise with HR and other Corporate groups (e.g., Corporate Services), as necessary.

Regional Implementation Coordinators

The Regional Implementation Coordinators will report to their respective Regional CA Director and will support the National Implementation Project Director. The responsibilities of the Regional Implementation Coordinators include:

- focal point for all of the activities related to the transition to the new organization structure including the implementation and ongoing development of the regional implementation and communication plans;
- monitor status of Organizational Review projects/initiatives within Region;
- provide support to their Director and National Implementation Project Director for activities/initiatives related to the Organization Review;
- inform Director on project issues;
- ensure Project Teams are informed of various issues/questions that may impact their projects;
- update Director on progress against planned; and,
- liaise with Regional HR and other Corporate groups (e.g., Corporate Services), as necessary.

Project Teams

Project Teams will be created as projects/initiatives arise. NCAMX will recommend Project Champions, which will then be approved by the Director General.

The Project Champion, reporting to the Project Director, will be responsible for developing and presenting a Project Plan to NCAMX and the Director General for their approval.

As a minimum, the Project Plan should include:

- description of project/initiative;
- objective and scope;
- key steps and related timeframes;

- project team members, accountabilities and reporting requirements;
- project budget; and,
- expected outcome.

Key Areas

The implementation strategy key areas are based on the main considerations/issues to be resolved during the implementation phase of the recommended organization structure of Civil Aviation. These are identified based on the work that has been completed to date and the implications that have been identified throughout the design phase of the study. The key areas include:

- Detailed Organization Design;
- Human Resources; and
- Processes/Practices

Each of these areas is discussed in more detail below. Please note, while these have been identified as the key areas of the implementation strategy, more areas may be identified throughout the implementation phase of the Organization Review project and other initiatives of the organization. Please note, the order in which the areas and sub-areas are presented do not reflect any particular sequence. The actual sequence of the projects/areas will be determined when the detailed implementation plan is developed.

Detailed Organization Design

The overall organization structure for Civil Aviation has been developed to the DG/RDCA minus one level. Organization structures below these positions will require detailed design work. The regional work will have to be coordinated to maintain a level of consistency in terms of design principles, criteria and, to some extent, organization concepts. The following provides a listing and description of some of these areas. A complete list of these areas will be developed during the development of the detailed implementation plan.

- Transitional Organization Structure

The transitional organization structure will identify the interim reporting relationship of all personnel within Civil Aviation from the time the organization structure and implementation plan have been approved to the full implementation of the organization structure. Based on the detailed implementation plan, the transitional organization structure will evolve over the different stages of the implementation of the recommended organization structure.

- Policy and Regulations

This Branch will be responsible for intelligence gathering, Civil Aviation policy and regulatory services as well as enforcement activities. Intelligence is presently in the Safety Systems Branch and policy does not presently exist. The remaining elements presently reside within the Regulatory Services Branch. Work will be necessary to define the policy role and the elements of System Safety that will move to the new branch. Design work can then be commenced.

- Program Design and Development

This Branch does not currently exist in HQ. It combines all standards development, operational policies, tools and systems across all functional areas. These activities are currently divided by functional area (i.e., by Branch) in HQ. In some cases, the activities are separated from the operational activities within the functional branches and in some cases they are not. A review will be required of the current operating philosophies and processes within each functional area followed by a determination of the Program Design and Development philosophy and processes from a Civil Aviation perspective.

- Operations/National Operations

In both the regions and HQ, this unit/branch will be responsible for all oversight and certification activities related to enterprises/companies. All operational (i.e., certification and oversight) activities will be divided by enterprise/company. The actual definition of enterprises and how these will be determined will need to be determined. Specific criteria will need to be developed to ensure the definition of enterprise is consistently applied across the regions and HQ.

- International Operations

This Branch will be responsible for all Civil Aviation international activities. It is recognized this Branch will draw upon the knowledge basis of Civil Aviation to address international issues. The Branch will not only have an international liaison role but will also be responsible for foreign inspections. This Branch is currently involved in technical programs and informatics. Both these functions are moving to other branches while foreign inspections currently reside in CB&A. Design work can commence on the International Operations early in the transition process.

- Strategic Planning and Resource Management

This Branch will be responsible for the internal management functions such as finance and human resources as well as learning services, technical reference centers, and technical programs. These activities are currently located in different branches in HQ. A preliminary assessment will be required identifying where these resources are currently housed, how many resources are allocated to the activities and the specific

activity areas as a starting point from the detailed design stage of the study.

- Medicine

There are no changes to the Medicine Branch as a result of the organization study.

- Civil Aviation Secretariat

The functions within this unit, are consistent across the regions; however the resource levels may vary from region to region for some of the functions based on workload and geography. Headquarters will require a change to now incorporate a number of new functions including CACO and strategic communications.

- Program Management (Regions)

This division focuses on providing internal program support associated with the Civil Aviation program. This Division will consolidate resources from System Safety with elements of quality review and planning. Once these elements have been defined the detailed design work can then proceed.

- Resource Management (Regions)

This Division covers several internal support functions associated with the machinery of government; however, there may be variances across the regions as to how these services are provided. Specifically, the finance and administration function may be centralized or decentralized based on regional requirements and/or workload. A need also exists to confirm whether quality management should be in this division or Program Management. This will have to be further assessed and determined during the detailed design phase of the study.

As mentioned earlier, these represent an initial listing of the areas where detailed design work is required. As the implementation plan is developed, other areas will be identified and included.

Human Resources

There are numerous human resource implications to any organization review. The key is to appropriately identify these and have a detailed human resources plan to identify if and how each of the implications will be addressed. Given the approach of NCAMX to incorporate as much consistency as possible throughout Civil Aviation will promote a national approach to addressing many of these issues. The extent of human resources implications will vary from region to region.

Specifically, the following key components of human resources will have to be addressed:

- Work descriptions – there is a need to identify how many and which work descriptions will have to be developed, revised and/or removed.
- Classification – once the work descriptions to be developed and/or modified have been identified and completed, the classification will have to be completed.
- Staffing – the staffing process related to the new organization will be done through a number of phases. The staffing strategy will complement the overall staffing strategy of Civil Aviation. Initial steps are being taken to build a national capacity to address the human resource issues.

Processes/Practices

There are a number of key horizontal processes that need to be developed to ensure the recommended organization structure is effective. Many key processes will have to be developed (Civil Aviation policy development process) or modified (each functional branch presently has their own set of processes associated with standards, operational policy development, etc) to support the new structure. A need therefore exists to identify all processes/practices required for the success of the recommended organization. A plan needs to be developed to identify these processes followed by the design and implementation of the processes.

Communications

This section addresses the need to develop a communication plan to support the implementation phase of the Organization Review project.

The purpose of the strategy is to identify various components that need to be considered in defining the communication requirements. These set out the framework for communications since they identify audiences, responsibility for communication to these audiences as well as various means that can be used for communications to those groups. From this, the communication plan can be prepared. A number of steps have already been taken to build the communication infrastructure (e.g., website).

There are a number of key milestones representing the core of the communication strategy and main components of the communication plan, namely:

- Announcement of TMX' Approval;
- Organization Change Proposal;
- Next Steps; and
- Implementation Plan (e.g., key steps, timelines).

Other key milestones will arise during the implementation phase of the Organization Review project. As they arise, specific communication decisions will have to be made and incorporated in the communication plan.

For each key milestone identified, specific communication plan components need to be developed, namely:

- Target audiences;
- Concerns/issues of each audience group;
- Key messages;
- Best mechanism to communicate with group;
- Responsibility for communications; and
- Timelines.

Some of these areas are discussed below while others will be described in the detailed communication plan.

Communication Principles

Communication principles guide the communication strategy. The National Project Director and Regional Coordinators will refer to the principles during the communications planning process as well as throughout the implementation phase.

The communication principles set out that communication will:

- Foster and support an open and transparent change management process;
- Be proactive, to the extent possible, in communicating progress and addressing issues;
- Build upon and support existing communications structures;
- Be consistent with the existing management regimes; and
- Support two-way communications by listening to the concerns and issues of Civil Aviation and stakeholders.

Target Audiences

There are a number of target audiences in HQ and Regions as it relates to the Organization Review project. The following model depicts these groups.

Each target audience and their role in the communication process will be described in the detailed communication plan. As the communication plan is developed, these groups become the recipients, and in some cases, the responsibility for the delivery of key messages and communication products.

Mechanisms

Mechanisms fall under two (2) categories. The first relates to mechanisms to disseminate information while the second relates to mechanisms to obtain information and/or feedback. Both categories are important in the overall communication process and are described in more detail below.

Dissemination Mechanisms

Face-to-face communication is one of the most effective means of communicating, recognizing it is also the most expensive. This is consistent with the Organization Design and Review process used since face-to-face as key element in the design strategies. Written materials are useful if short and if they address items of direct relevance to the audience.

The following lists a sample of the existing dissemination mechanisms. Others may be developed and put into place for the purposes of the Organizational Vision project:

- Civil Aviation website – The website is useful in terms of broad reach as well as provides an ability to make background materials available.
- Formal/informal communication mechanisms – These include mechanisms such as e-mail and meetings and/or committees. E-mail is an inexpensive and quick form of communication to reach Civil Aviation staff. However, similar to this website, it should be accompanied with face-to-face/verbal communication.

Feedback Mechanisms

In support of the communication principles, it is not only important to disseminate information in a timely fashion, it is also important to have the appropriate mechanisms in place to receive feedback and questions related to the Organization Review project. Some of the mechanisms that can be used include, but are not limited to:

- E-mail address for questions/comments (website, intranet/internet);
- Suggestion/ideas box;
- Town hall meetings;
- Voice mail; and
- Focus groups.

Once the mechanisms have been selected, Civil Aviation staff needs to be informed of these and how they can be accessed.

Overall Timeframe

The overall timeframe to implement the recommended organization structure within Civil Aviation (HQ and Regions) is 2010. The actual timing of the change within each of the Regions and HQ will vary based on the different starting points in these locations and as opportunities arise. For example, the implementation of the recommended structure will be easier for certain areas. The actual timelines for each region/HQ will be developed as part of the regional/HQ implementation plans that will then be “rolled up” to the national implementation plan.